

**IT SERVICE
INVESTMENT
BOARD**

May 24, 2022

INFORMATION TECHNOLOGY

UNIVERSITY *of* WASHINGTON



AGENDA

- > Call to order
 - Welcome and introductions
 - Governance Board update
- > UWFT Post Go-Live
 - UWFT Operating Model
 - UW-IT support
- > Training Management System
- > Software Licensing update (Microsoft and Google)
- > IT Project Portfolio Executive Summary and UWFT Combined Quarterly Report
- > Wrap up

Governance Board Update

Anja Canfield-Budde

Associate Vice President, Information Management, UW-IT



QUESTIONS

UWFT Post Go-Live



UWFT Operating Model

Sarah Thomas

Manager of Program Operations, UWFT



Operating Model Concepts

AN OPERATING MODEL ANSWERS THE QUESTION:

**“WHAT IS THE BEST WAY TO ORGANIZE AND
DISTRIBUTE FINANCE AND PROCUREMENT
WORK?”**

To answer the question of **where finance and procurement work should be done**, the UW identified four different ‘**levels of shared**’ during the program’s Readiness and Design phases. These levels of shared represent different options for where a given activity will be completed and if it will be completed in a unit or in a central office, for example. These levels of shared are shown on the following slide.



Operating Model PTT Members

PTT	Unit
Amiee Kehrer	Integrated Service Center
Lynn Barnhart	UW Medicine
Dan Salmonsén	UW Medicine SC
Justin Deese	School of Medicine
Kathy Katterhagen	UW Finance - Procurement
Susan Stolle	UW Finance - Fin Mgmt/Treasury
Kirsten DeFries	Grant & Contract Accounting
Heidi Tilghman	College of Arts and Sciences
Mary Clark	Information School
Erika Hargadine	College of Environment
Kojay Pan	College of Engineering
Jan Rutledge	UW Tacoma
Kendra Yoshimoto	UW Bothell
Tram Nguyen	OPB
Mary Mulvihill	UWIT
Rob McDade	UWIT
Breona Gutschmidt	RA/ORIS
Anne Jozaitis-Hole	UWM HR
Mark Stanley	Auxiliaries (Housing & Food)
Liz Lancaster	Public Health
Kim Dinh	Executive Office

UWFT Program Attendees	Team
Margaret Shepherd	BTO
Jeff Bishop/Jason Kalivas	OCM
Design Managers (optional)	Design
Brian McCartan	Finance
Jen Brown	FRP
Sarah Thomas	Op Model
Dawn Bostrom	Op Model
Adriana Rodgers	Op Model
Kele McGarey	Op Model
Cindy Zhou	Op Model
Ari Ashkenazi (optional)	Op Model/FTT
Andrew Steil	Op Model
Nick Latimer	Op Model

Areas of Focus



- > **Levels of Shared** – Where does the work happen
- > **Shared Environments** – Enabling units to implement
- > **Support Model** – Who will help, roles and responsibilities
- > **Stakeholder Engagement** – Broad audience, intersections of FT efforts
- > **Key partnerships** – Finance Readiness, Design, Security, Change Management, HR
- > **Engagements** across Finance, UW-IT, UWM, OPB, Academic Units, Research, and more

Level of Shared - Stakeholders



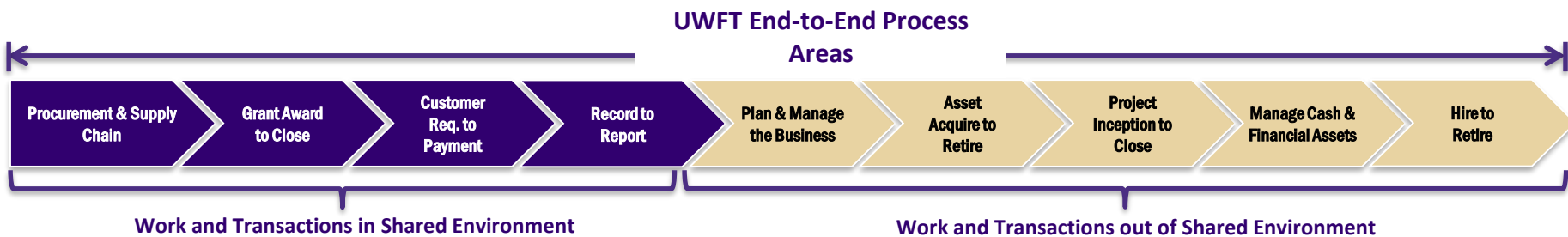
	Record to Report	Asset Acquire to Retire	Customer Requisition to Payment	Grant Award to Close	Manage Cash and Financial Assets	Procurement & Supply Chain	Project Inception to Close	Plan & Manage the Business
Enterprise-Wide (EW)	UWA Financial Accounting	Equipment Inventory Office	Management Accounting & Analysis Tax Office	Grant & Contract Accounting Post-Award Fiscal Compliance	UW Advancement Treasury	UWA Procurement Services -Travel Services		Integrated Service Center Office of Planning and Budgeting
Org-Wide (OW)	UWA Financial Accounting UWM Controllers Office	Equipment Inventory Office UWM Capital Accounting	Research & Cash Accounting UWM Controllers Office	Research & Cash Accounting Office of Sponsored Programs Office of Research Information Services	UWA Financial Accounting UWM Controllers Office UWA Procurement Services	UWA Procurement Services UWM Supply Chain UWM Controllers Office	UW Facilities Capital Projects /UW IT** UWM Controllers Office	Office of Planning and Budgeting UWM Financial Planning and Analysis
Shared Environment S	Advancement	Applied Physics Laboratory	Attorney General	Bothell	College Of Arts And Sciences	College Of Built Environments	Central Shared Environment	
College Of Education	College Of Engineering	College Of Environment	Comotion	Continuum College	Evans School Of Public Policy	Minority Affairs and Diversity	Undergraduate Academic Affairs	
Facilities	Finance	Foster School of Business	Global Affairs	Graduate School	Housing And Food Services	Human Resources	External Affairs	
Intercollegiate Athletics	iSchool	Libraries	President / Provost	Office of Research	School of Medicine			
School of Dentistry	School of Law	School of Nursing	School of Pharmacy	School of Public Health	School of Social Work			
Student Life	Tacoma	UWIT						

*Finalized list of units in the Central Shared Environment will be determined by 06/30

*Local Unit Finance / Supply Chain Presence Remains (i.e., Local Transaction Processing, Business Partnering – Budgeting & Reporting, etc.)

Local/Unit Activity

Shared Environment Business Processes



				*Plan and Manage the Business
<ul style="list-style-type: none"> • Manage Requisitions • Travel and Expense Compliance • Miscellaneous Payment Compliance • Ad Hoc Payment Compliance 	<ul style="list-style-type: none"> • Perform Cost Transfers • Award Closeout Reconciliation • Effort Reporting Review 	<ul style="list-style-type: none"> • External Invoice Compliance • Perform Invoice Adjustment Compliance 	<ul style="list-style-type: none"> • Process Journals • Month/Year End Close 	<ul style="list-style-type: none"> • Fund Transfer via Accounting Journal

*Fund Transfers are performed in collaboration with future state planning and budgeting responsibilities

Levels of Shared Decision Matrix

The Operating Model team has highlighted the following decisions made, directional decisions, and decisions outstanding that will need to be discussed within the newly formed Op Model Process Transformation Team.



- ✓ Determined where future state transactions and work will occur across the Levels of Shared
 - ✓ Decided to change shared services approach from Regional Hubs to Shared Environments
 - ✓ Confirmed the need for two new classified job descriptions for Shared Environment work
-



- Decided there will not be a “Go/No-Go” for Shared Environments
 - Decided that units will receive HR support for their re-organization plans, if applicable
-



- Decide if there will be a Centralized Service Provider to assist units with Shared Environment functions and where it would exist within the UWA organization
- Decide how to support OW/EW offices during the transition to Workday and the future state Operating Model
- Decide how UWM will be supported and what enterprise collaboration will exist, if necessary

Customer Support Decision Matrix (5/2/22)

The Operating Model team has highlighted the following decisions made, directional decisions, and decisions outstanding that will need to be discussed within the newly formed Op Model Process Transformation Team.



- ✓ UW Connect will be used for case management (ticketing and routing) when SEs enter, track, escalate, and communicate issues to Central Admin / Finance Orgs and the ISC; SEs, UW Finance, and the ISC will be UW Connect licensed users
- ✓ There will be one common landing page for Workday help
- ✓ PTT will continue to be engaged to drive out details of the Customer Support model and its membership may expand
- ✓ UW Connect will be used to facilitate Workday transactions
- ✓ SEs can route directly to UW Finance offices or to a Finance Triage group



- All support inquiries within the 9 end-to-end processes will first go through the Shared Environments
- What is the scope of Finance content to be housed within UW Connect's portal?
- What forms are needed by UW Finance and other Central Offices?
- ISC will provide Tier 3 (Workday Application) support for Workday Finance



- What will the Operational Support Team manage and how will it be staffed (e.g. Central Admin/Finance Orgs, ISC)?
- Which non-UW Finance Central Offices will use UW Connect for Finance functions (e.g., OPB)?
- Will we leverage UW Connect's Community capability?
- How will we fund the technology and related staffing?

QUESTIONS

UW-IT Support

Anja Canfield-Budde

Associate Vice President, Information Management, UW-IT



In Scope:

- > Determine what services will be required by UW-IT post go-live
- > Develop and implement the necessary model within UW-IT
- > Develop estimate and funding plan for both permanent and temporary costs

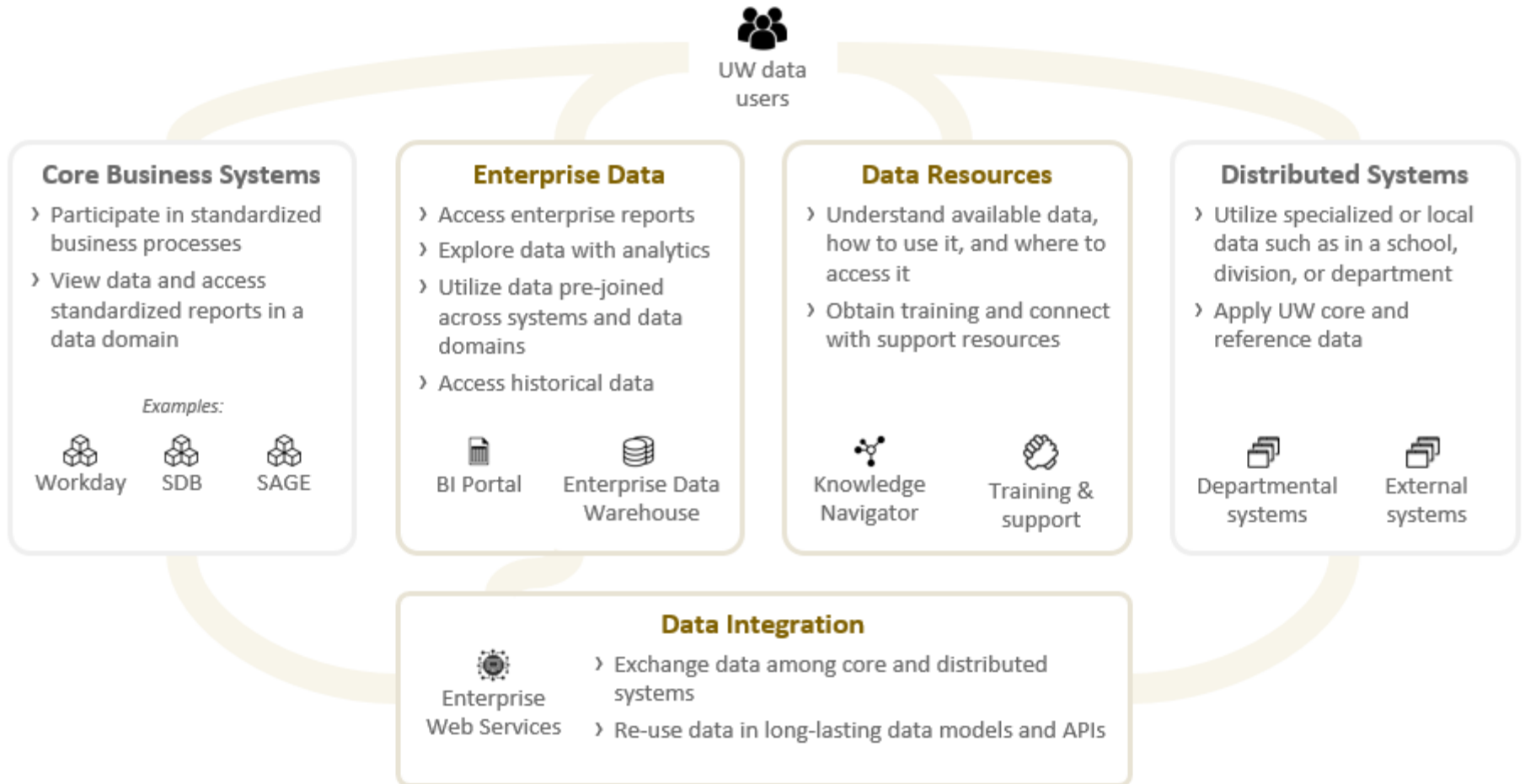
By...

- Partnering with Finance Transformation (FT) program on the development of a comprehensive operating and support model for Workday Financials
- Collaborating with UW Finance, UW Medicine, Office of Research, and other partner units to coordinate support activities
- Participate in PTT and other FT governance committees
- Collaborate with the Provost, Office of Planning & Budgeting, and Finance Transformation on a funding plan

Not in Scope, but real...

- > FTT Extended stabilization (beyond 12/31/2023)
- > Clean up of technical debt, i.e., implementing long term sustainable solutions to implementation short-cuts due to time pressure
- > “Phase 2” work, i.e., implementations that simply did not get done in time for go-live but are needed for stable operations long term

The UW's Data Ecosystem



What We Know

Workstreams

Integrations

- Develop and maintain integrations with external entities (federal and state agencies, county, banks)
- Integrations to UW downstream systems

Reporting and Analytics

- Develop and maintain enterprise non-WD reports
- Adapt reporting support model

Gap Applications

- Build and maintain enterprise capabilities not available in WD Finance or existing enterprise systems but needed for UW finance operations

Metadata Management

- Curate data definitions
- Build and maintain Knowledge Navigator
- Build and maintain Business Intelligence Portal

Systems Maintenance and Remediation

- Operate Finance Data Repository (FDR)
- Retire and archive UW-IT operated systems replaced by WD Finance
- Support campus system remediations

Student Database

- Maintain changes to SDB in response to WD upgrades
- Update mainframe to Workday connector

Identity and Access Management

- Scope needs clarification; probably includes: SSO for Workday Mobile and mobile device management for UW Medicine
- Remediate IAM systems (ASTRA, NETID)

Service Management

- Implement and manage new Service Now capabilities
- Support new finance operating model with processes and tools

Data Services

- Implement and manage alternate UW hierarchies
- Update and extend IT capabilities

Related Initiatives

Enterprise Document Management

- Integrate EDM with Workday
- Support increase in volume for EDM and eSignature services

Governance

- Participate in UW Data Governance related to new business processes

Information Security

- Coordinate implementation of security strategy and plans

Enabling Activities

Program Management

Organizational Change Management

What We Don't Know

<p>Shared Services Support Needs</p>	<p>Support Levels around Reporting and Analytics</p>	<p>Additional Gap Applications</p>
<p>Roles and Responsibilities ex. WD Strategic Sourcing (Scout / GHX) Employee Compensation Compliance</p>	<p>Adaptive</p>	<p>Additional Campus Remediations</p>
<p>Model for Product Governance & Strategic Enhancements</p>	<p>UW Medicine ex. which of our services impact Medical Centers and how</p>	<p>Research ex. roles & responsibilities around systems development and maintenance</p>
<p>Staffing Strategy ex. consider pre-hires of existing staff on temporary funding; time to recruit</p>	<p>Funding Strategy depends on ... decisions by Ops Model PTT ...how work is shared with partners ... realized savings from legacy systems</p>	<p>Change and Relationships Management ... will require focus</p>

UW-IT Project

- > **Title:** UW-IT Post Go-Live Support for Workday Financials
- > **Sponsor:** Anja Canfield-Budde
- > **Key Stakeholders:** Rob McDade, Brent Holterman, Mary Mulvihill, and Adam Davis
- > **Project Manager:** Gayle Tucker
- > **Project Goal:** Develop and implement the necessary model within UW-IT to support Workday Financials upon Go-Live
- > Date for completion of design: 9/30/2022
- > Date for completion of implementation: 12/31/2023

QUESTIONS

Training Management System

Erik Hofer

Associate Vice President for Academic Services, UW-IT



QUESTIONS

Software Licensing Update

Damien Koemans

Associate Vice President, Customer Service & Support,
UW-IT



QUESTIONS

IT Project Portfolio Executive Summary and UWFT Combined Quarterly Report

Erik Lundberg

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



UW Enterprise IT Projects

Project Portfolio Executive Summary - 03/31/22

Project	Sponsor	Oversight Level*	Overall Risk & Project Health *	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Risk & Issues Rating	Actual Cost	Budget
Finance Transformation Combined Program	Mark Richards Chris Mercer	UW	(A)						\$171,977,000	\$339,906,000
Advancement CRM Replacement	Julie Brown Dan Peterson	3 - OCIO	(B)						\$4,084,000	\$4,100,000
UWM Data Analytics Warehouse	Mo Broom, Richard Goss	2 - UW	(C)						\$4,199,000	\$5,031,000
Electronic Document Management System Replacement	Anja Canfield-Budde	2- UW	(D)						\$1,007,000	\$3,006,000
Graduate School Admissions Modernization	Joy Williamson-Lott	2- UW	<i>New</i>						\$0	\$0
UWF AiMR	Tim Rhoades	1 - UW							\$107,000	\$403,000
Gradescope	Aaron Timss	1 - UW							\$159,000	\$265,000

7 projects

\$181.5M



\$352.7M

Notes:

- (A) The total cost and budget for the project include the initial Readiness project (\$23M). Also included in the central budget are Contingency, Reserves and Executive Director funds; and underspending within sub-projects will be moved to Reserves in the central budget on a monthly basis.

Overall Program health changed by one point.
- (B) AdvCRM is trending down (by two points), and is in the process or re-baselining the budget, schedule and scope.
- (C) DAWG has re-baselined Schedule and Scope to significantly improve health (by four points), and is in the process of adjusting budget.
- (D) EDM has successfully re-baselined to bring health back to green (by eight points). Last quarter was yellow, and trending toward red.



Program Operations	Executive Leadership	Program Area	Status	Major Projects Interdependencies Assessment	Note: ISC and UW-IT resources are tracked within the major projects' budgets
Integrated Service Center	Ann Anderson	Major Projects		<p>Overall rating: Green-Yellow. This rating relates to the impacts of UWFT and other new work requests to balance against current commitments.</p> <p>Large Projects:</p> <ul style="list-style-type: none"> • HB2669 – adding part-time employees to state civil service. Anticipated implementation July 1, 2022; testing scheduled to begin May thru June. • UWFT – The FT Program begins Cycle 1 of End-to-End testing on April 4. We are working through design recommendations in partnership with FT and have as a top priority to understand the impacts to ISC current configuration and stable processes. ISC teams have had a more active role in Cycle 1 testing than anticipated and hope to gain additional insights from the test results. (Details of the work in the FT Program are captured in the Combined FT report.) <p>Issues:</p> <ul style="list-style-type: none"> • Like all departments across the university, the ISC continues to experience attrition. The subsequent recruiting and on-boarding impacts our resourcing. • Our project work continues to be fluid and heavily dependent upon state statutes and regulations. • Critical to our success is the agreed upon process to submit new large project work for review by the Workday Committee for prioritization and, if needed, resourcing and funding. 	
UW-IT	Andreas Bohman	Major Projects		<p>Overall rating: Yellow</p> <ul style="list-style-type: none"> • Adv CRM (UW-IT internal supporting project) – End date extended, with new go-live date still TBD. The closer the new ADV go-live date moves to FT go-live, the greater the risk of severely limited UW-IT resource availability. • UW FT – The amount of contributed labor required of UW-IT staff continues to increase; which could have an impact on normal operations; this is being closely monitored. Concerns around decision timelines and open questions remain. • FT Post Go-Live – A new Process Transformation Team (PTT) effort has started to scope and clarify the unit-level roles and responsibilities for ongoing operations, includes UW-IT representation. UW-IT is defining and sizing that work through an internal project. There will incur technical debt (future project work needed to remediate) The scope of that debt is not yet understood, but will likely be significant. • Staffing Risks – In addition to above, the two major projects, UW FT and Adv CRM, are at risk due to staffing. 	

Completed Projects - Mar 31, 2020




Project	Sponsor	Oversight Level*	Go Live Date	Project Completion Date	Total Project Cost (\$K)
Clinical Trials Management System	John Slattery	2-UW	Sept 13, 2021	Dec 31, 2021	\$12,257,000
MSIM Online Program Management	Anind Dey	2-UW	Mar 1, 2021	Dec, 2021	\$226,000
Public Records	Ann Anderson	1-UW	Oct 20, 2021	Jan, 2022	\$1,050,000

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

UW FT Combined Program

Executive Summary - 3/31/2022

Project	Leader	Program Area	Overall Project Health *	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Risk & Issues Rating	Actual Cost	Budget
Finance Transformation Combined Program	Mark Richards Chris Mercer	UW	↓ ^(A)	●	●	●	↓	●	\$171,977,000	\$339,906,000
Functional	Paula Ross	Program	↓	●	●	↓	●	●	\$17,493,924	--
Technical	Gail Rogers	Program	↓	●	↓	●	●	●	\$26,040,587	--
Change Management	Jeff Bishop	Program	↓	↑	●	●	↓	↑	\$4,844,015	--
Project Management	Elise Barho	Program	↓ ^(B)	●	↓	●	●	↓	\$4,255,819	--

Enterprise Systems Remediation

UW Medicine	Sarah Cantwell	●	●	↓	↑	●	●	\$10,089,623	--
Research Administration	Ryan Green	↓	↓	●	●	↓	●	\$6,592,004	--
Finance Readiness Program	Jeanne Marie Isola	↓	↑	↓	●	↓	●	\$5,866,683	--
Integrated Service Center	Greg Koester	●	●	●	●	●	●	\$1,337,102	--
UW-IT	Rob McDade	↓	↓	●	●	●	↓	\$4,665,388	--

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

Unit Readiness	<i>Overall readiness of academic, medicine and administrative units</i>	●	The Systems Design Support (SDS) retirement sessions have begun. Outside of the SDS sessions, the program has not fully defined responsibilities and processes for engaging with campus on topics such as testing and cutover.
Side System Remediation	<i>Overall status outside the Core Program and Enterprise Systems</i>	●	Some campus units are behind in their deliverables and escalations are proceeding to assist them. Also working with Units to help determine best E2E cycle. Only one of 30-40 systems that need to integrate with Workday has engaged with the Program.

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

Notes:

(A) The total cost and budget for the project include the initial Readiness project (\$23M). Also included in the central budget are Contingency, Reserves and Executive Director funds; and underspending within sub-projects will be moved to Reserves in the central budget on a monthly basis.

Overall Program health changed by one point.

(B) Four FTE were transferred from EP MO to the Functional Pillar. The budget and actuals – including history – for those staff were transferred as well.



QUESTIONS

Wrap Up



QUESTIONS AND DISCUSSION

INFORMATION TECHNOLOGY

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