IT STRATEGY BOARD

December 7, 2022

UNIVERSITY *of* WASHINGTON

Agenda

- **Call to Order / Introductions**
- **Future of IT Governance**
  - **Key observations from October meeting (10 min)**
  - **Update on Workday/Sustainment governance (5 min)**
  - **IT Governance Working Group (10 min)**
  - **Examples at other institutions (5 min)**
  - **IT governance scenarios (45 min)**
- **Wrap up**
- **Appendix: Future of IT Governance**

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Future of IT Governance

Jim Phelps
Director, Enterprise Architecture and Strategy, UW-IT

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Reimagining IT Governance in the 2022-23 Cycle

IT Strategy Board

October 2022	December 2022	February 2023	April 2023
Vision & Scope (Why & What)	**Plan the Change Effort** (How)	**Check In** Input on design of future IT Governance	**Endorse** Final review of proposed changes for 2023-24

IT Governance Working Group

IT Service Investment Board

IT Service Management Board

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From the October meeting: Why make changes now?

> Govern Workday (and related core business systems) to maximize the UW's investment and meet needs across the UW.

> Mitigate increasing cybersecurity threats and risk from un-governed IT decisions and growing complexity.

> Take opportunities to standardize and create shared solutions, to reduce complexity and increase compliance.

> Increase transparency in how governance works now across all domains; clarify decision-making authority.

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From the October meeting: What should a new governance model improve?

> Create transparency of scope, roles and responsibilities across the various governance groups (IT, Data, etc.).

> Ground IT investment decisions in UW strategic outcomes and common challenges.

> Clarify IT investment decision-making scope and authority.

> Make governance groups easier to navigate & less cumbersome - provide a single point-of-contact.

> Governance should drive standardization in technology and practices.

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Update on Workday/core systems governance

> Project team formed: Nancy Jagger, Greg Koester, Anja Canfield-Budde, Alissa Mahar, Jim Phelps, Rupert Berk, Piet Niederhausen

> High urgency: Goal is to establish and start practicing revised governance model before UWFT go-live in mid 2023
  — In parallel with other work on IT Governance 2.0

> Prioritized scope: Agreement so far is to focus on:
  — Reliable operations and support of the Workday ecosystem
  — Efficiency in the processes used to govern
  — Collaboration and stakeholder influence
  — Staffed for success

> Founded on existing governance
  — ISC's Workday Governance and Production Change Control
  — Existing UWFT processes TBD

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IT Governance Working Group

Charge

> Gather **needs** and ideas for IT governance from the IT Strategy Board, existing governance groups, and major organizations across the UW.

> Define **scenarios** for how IT governance should work in future in different situations.

> **Assess** current IT governance structures with regard to these scenarios; identify what's already working and where there are **gaps**.

> Make **recommendations** to the IT Strategy Board about the proposed scope, structures, processes, and policies for future IT governance at the UW.
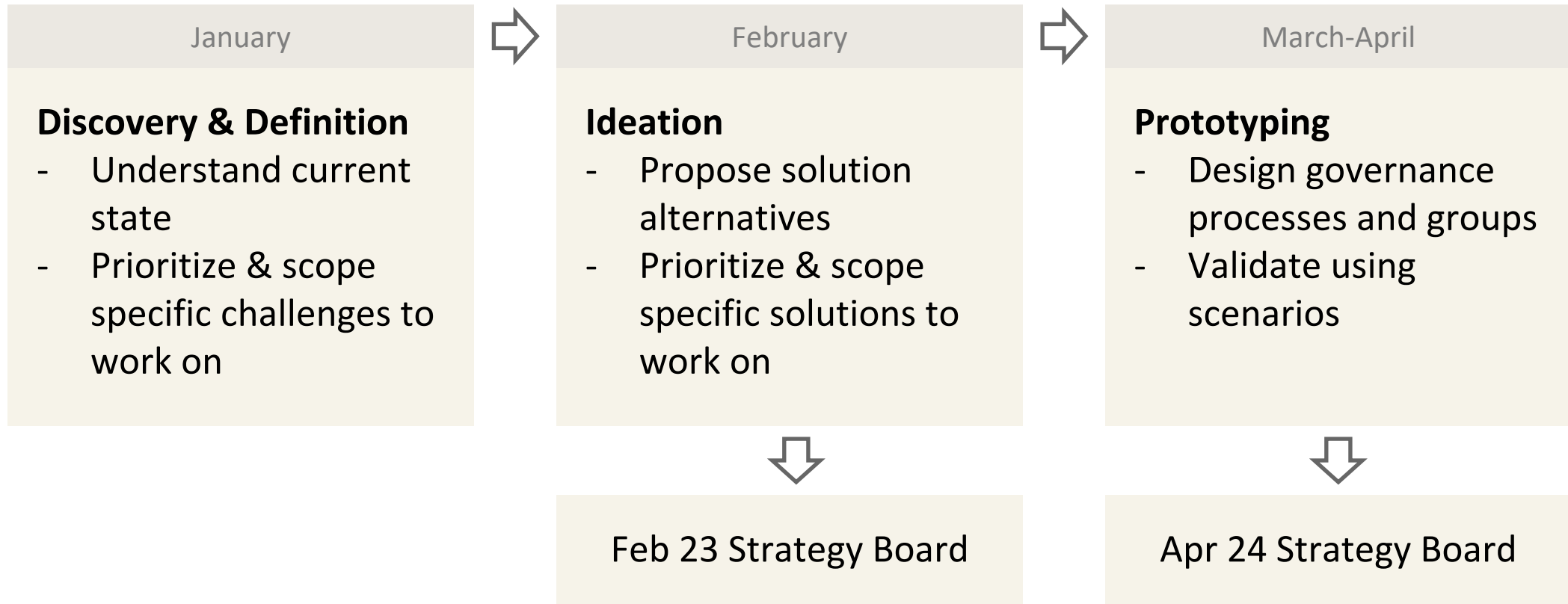
Participation

> *Core Team:* People with a strong interest in shaping the future of IT governance

> *Consulted:* People who can represent how IT governance affects your organization – what's working, what's not, what's feasible to change

> Does not need representation from every organization; decisions will be made by the IT Strategy Board

> Will gather input broadly from additional stakeholders

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IT Governance Working Group: Process

Workshop every 1-2 weeks, with possible assignments in between

January		February		March-April
Discovery & Definition - Understand current state - Prioritize & scope specific challenges to work on	→	**Ideation** - Propose solution alternatives - Prioritize & scope specific solutions to work on	→	**Prototyping** - Design governance processes and groups - Validate using scenarios

Feb 23 Strategy Board

Apr 24 Strategy Board

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IT Governance Scenarios

Purpose

Clarify the scope of future IT governance through examples. In each scenario:

> What might the UW **need** from IT governance to increase value or reduce risk?

> What might the UW **feasibly** accomplish through IT governance?

Modes of IT governance

Consider multiple ways for IT governance to work:

> **Review:** IT governance can review, assess, and make decisions about proposals brought forward

> **Planning:** IT governance can translate UW strategic needs into IT strategies, initiatives, or service roadmaps

> **Self-governance:** IT governance can help teams self-govern their decisions about IT projects, solutions, and services

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Example: UC San Diego

> As part of a long-term core systems roadmap, developed process maps for all major business processes

> Processes are linked to IT solutions

> When new IT solutions are proposed, governance evaluates what is needed in the relevant process area

> Benefits:
> — Less redundant IT investment; better use of existing investments
> — Better shared understanding of university business processes and how they are supported
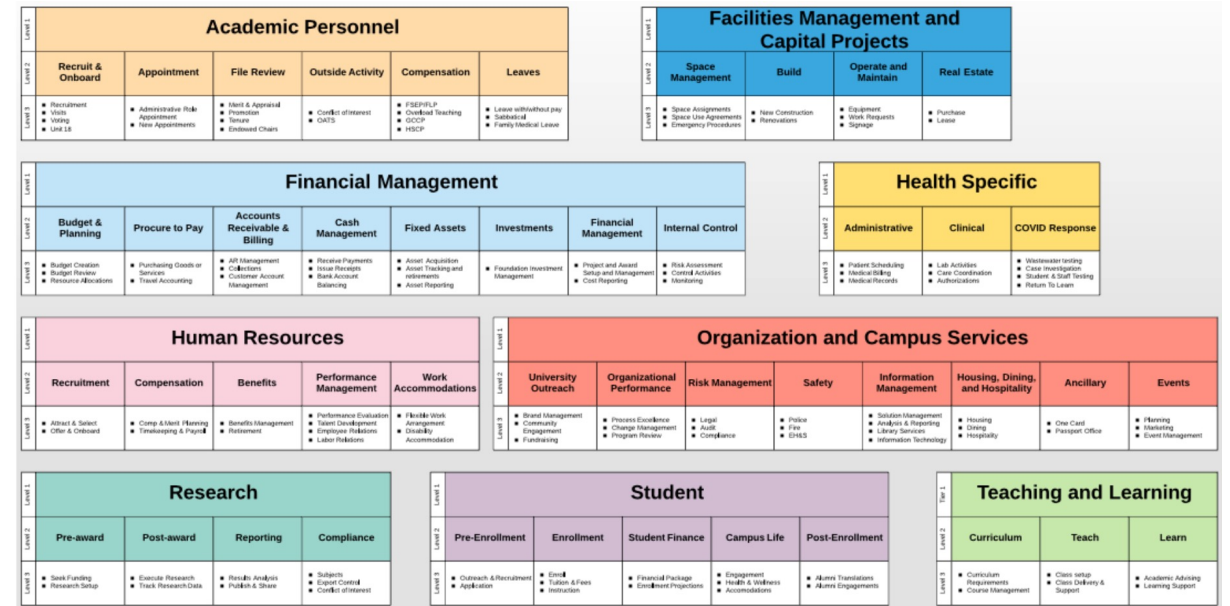
Example: Yale University

> Business stakeholders lead IT governance in domain-oriented pillars (committees)

> Each pillar recommends IT investments for the whole university within its domain

> An executive committee merges the recommendations and brings them into the university's annual budget process

> Includes funding the one-time cost as well as ongoing costs of services

> Benefits:
  — Single clear path for prioritizing investment in new shared services
  — Transparent link to larger existing budgeting process
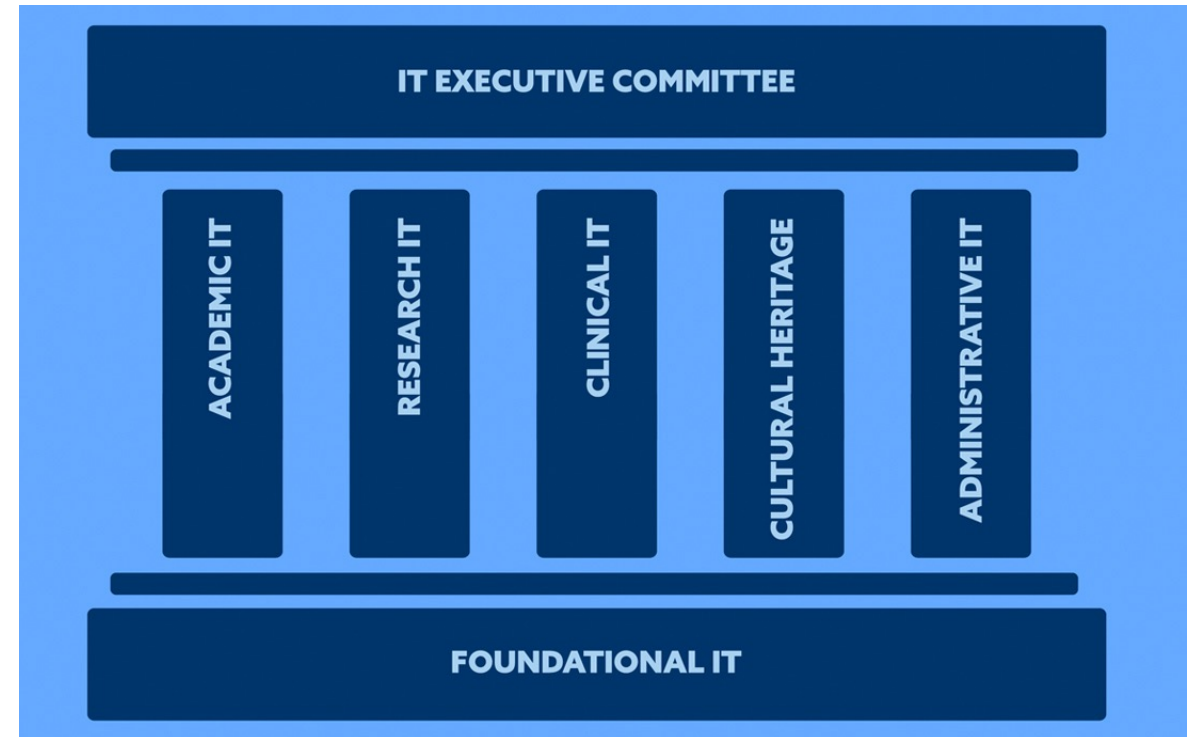
Scenario A

In 2025, several UW units are requesting that UW-IT establish a new shared service that they and others could utilize. Funding is not identified yet.

> Should future IT governance have a role in this?

— Can governance approve/prevent/redirect this project? If so, what would be considered?

— What other role might governance play?

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Scenario B

In 2025, a UW school is requesting funding from the Provost to implement an IT solution for $5 million, not yet funded.

> Should future IT governance have a role in this?
>> — Can governance approve/prevent/redirect this project? If so, what would be considered?
>> — What other role might governance play?

Scenario C

In 2025, a UW school is initiating a project to implement an IT solution for $5 million, already funded in the school's budget.

> Should future IT governance have a role in this?
>> — Can governance approve/prevent/redirect this project? If so, what would be considered?
>> — What other role might governance play?

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Proposed Next Steps

> Form the IT Governance Working Group

> Next Board meeting:
  — February 2023: Check In - Input on design of future IT Governance

> If you are willing to spend more time:
  — We will reach out to you and/or your delegates to learn more about your goals for IT governance

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TAKEAWAYS, NEXT STEPS

Andreas Bohman

Vice President for UW-IT and CIO

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QUESTIONS AND DISCUSSION

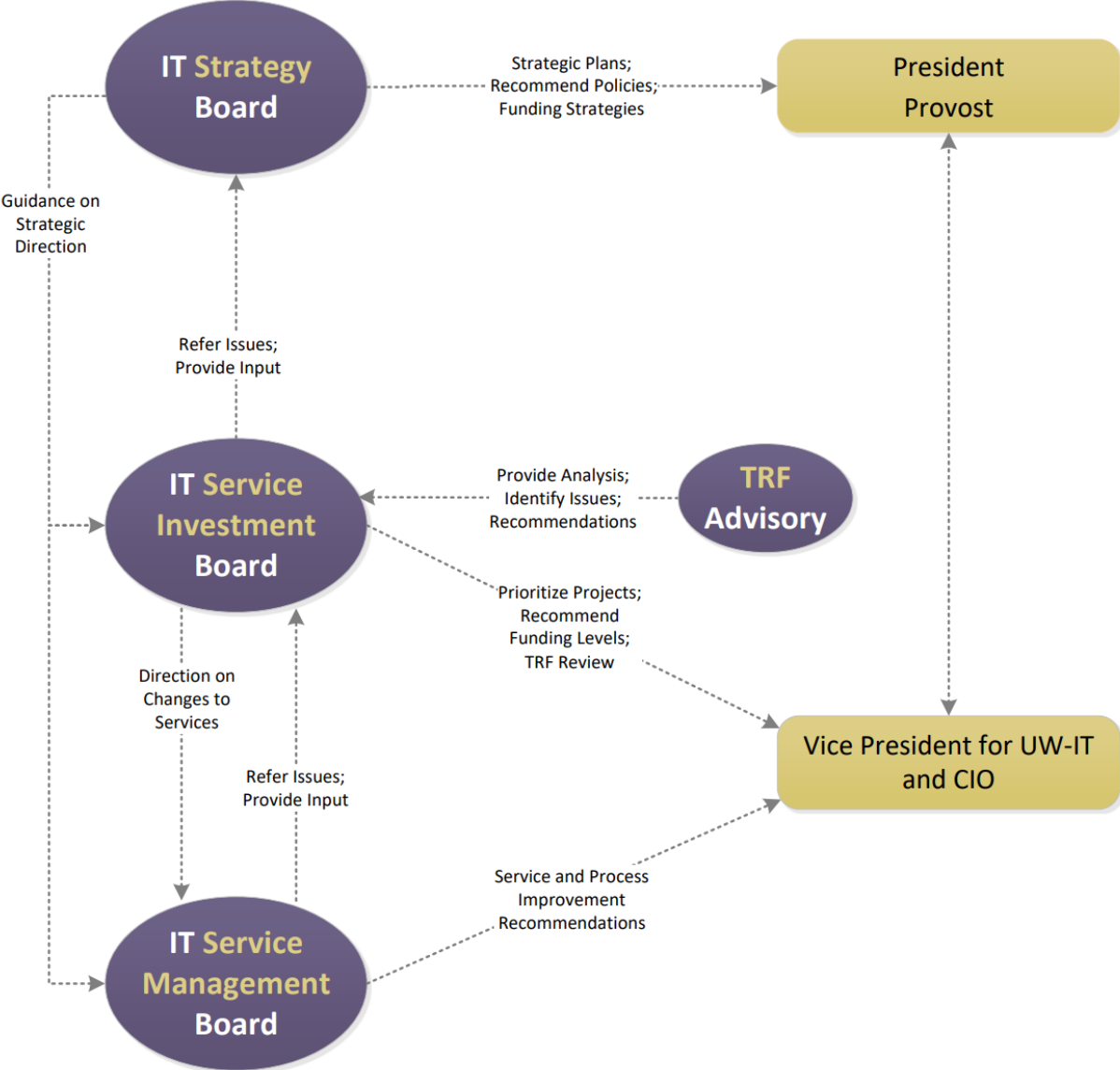UNIVERSITY *of* WASHINGTON

Appendix: Future of IT Governance

Andreas Bohman
Vice President for UW-IT and CIO

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IT Governance Boards

Reimagining IT Governance

Draft materials for discussion

Vision

Information Technology enables the UW mission and accelerates innovation and discovery. Technology itself is not the outcome.

Why reimagine IT governance?

The needs of the UW should drive information technology decision-making across the institution; IT Governance should be the vehicle for the UW to drive these decisions.

Current State: IT-related governance at the UW

Washington State OCIO
Oversight of UW Enterprise IT Projects, tracked on behalf of the UW by UW-IT's governance structure

UW-IT
Three tiers with 4 boards plus groups specific to divisions or services (e.g., ITAC)
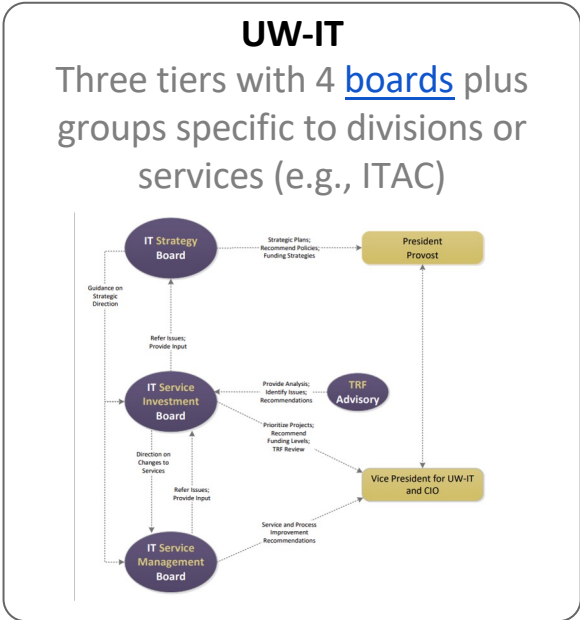
Bothell & Tacoma
Bothell Technology Advisory Committee
Tacoma Campus Technology Committee

Computing Directors
Forum for communication on strategic IT issues

UWA IT Providers
30+ IT providers in campuses, schools, colleges, and other units, each with IT governance structures
*Example:*
- Workday Governance (ISC)

UWM IT Governance Partnership
Three tiers with 60+ groups by line of business/function

UW Finance Transformation
Several program-specific governance groups

Workday Guardrails
Reference architecture process

Security, Privacy & Risk
CISO's Security Advisory Board
Enterprise Risk Management
Privacy Office

UW Data Governance
Three tiers of data domain councils plus task forces
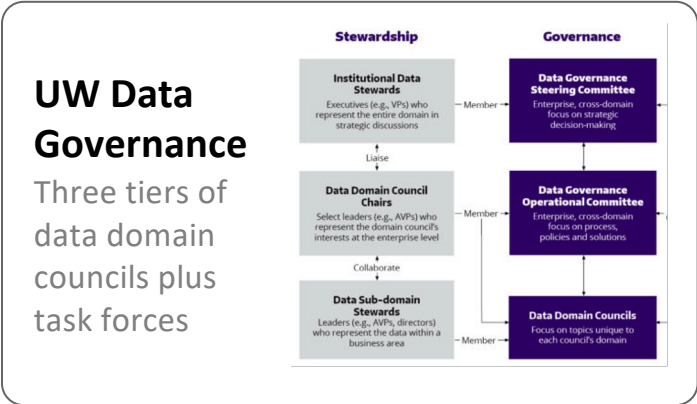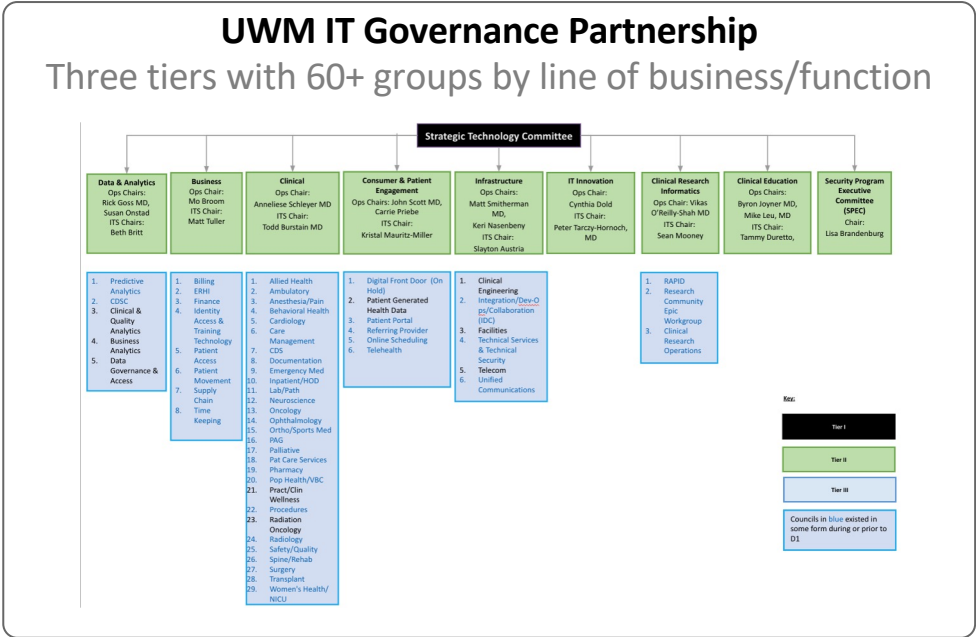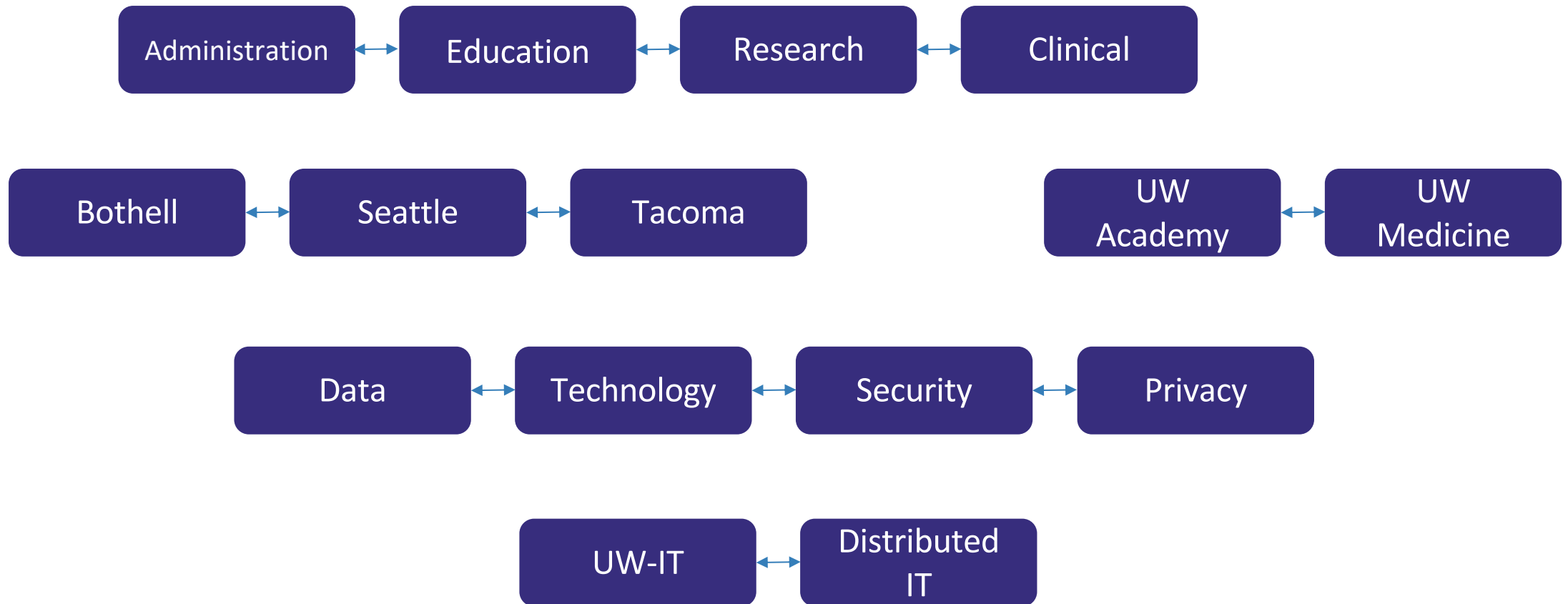

Additional Groups
UW councils and committees related to IT, and external groups.

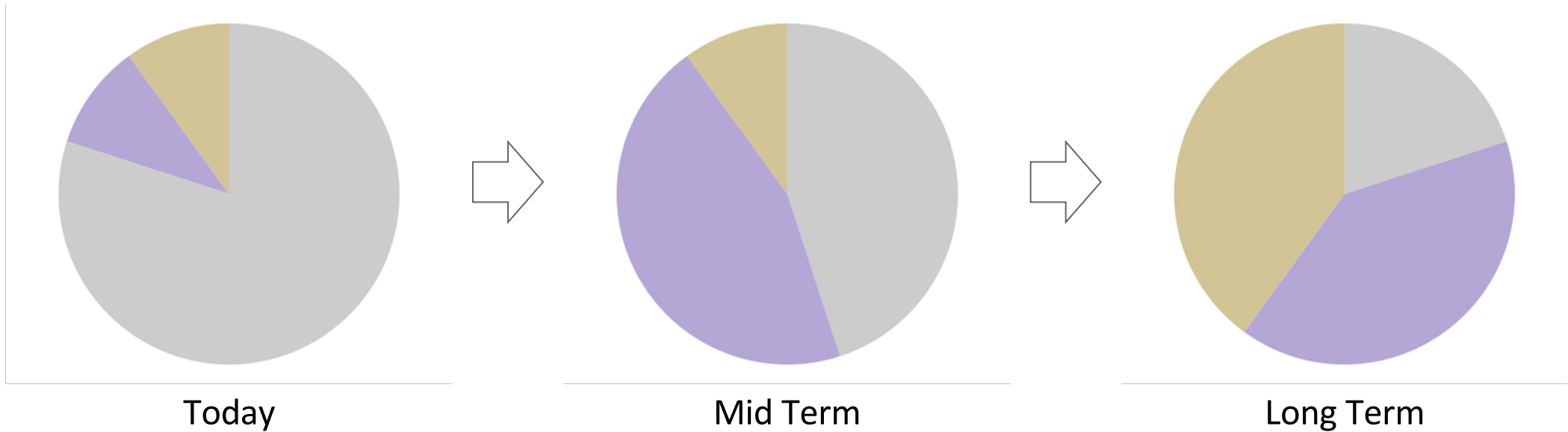# Scoping IT governance

> What areas should IT governance connect up?

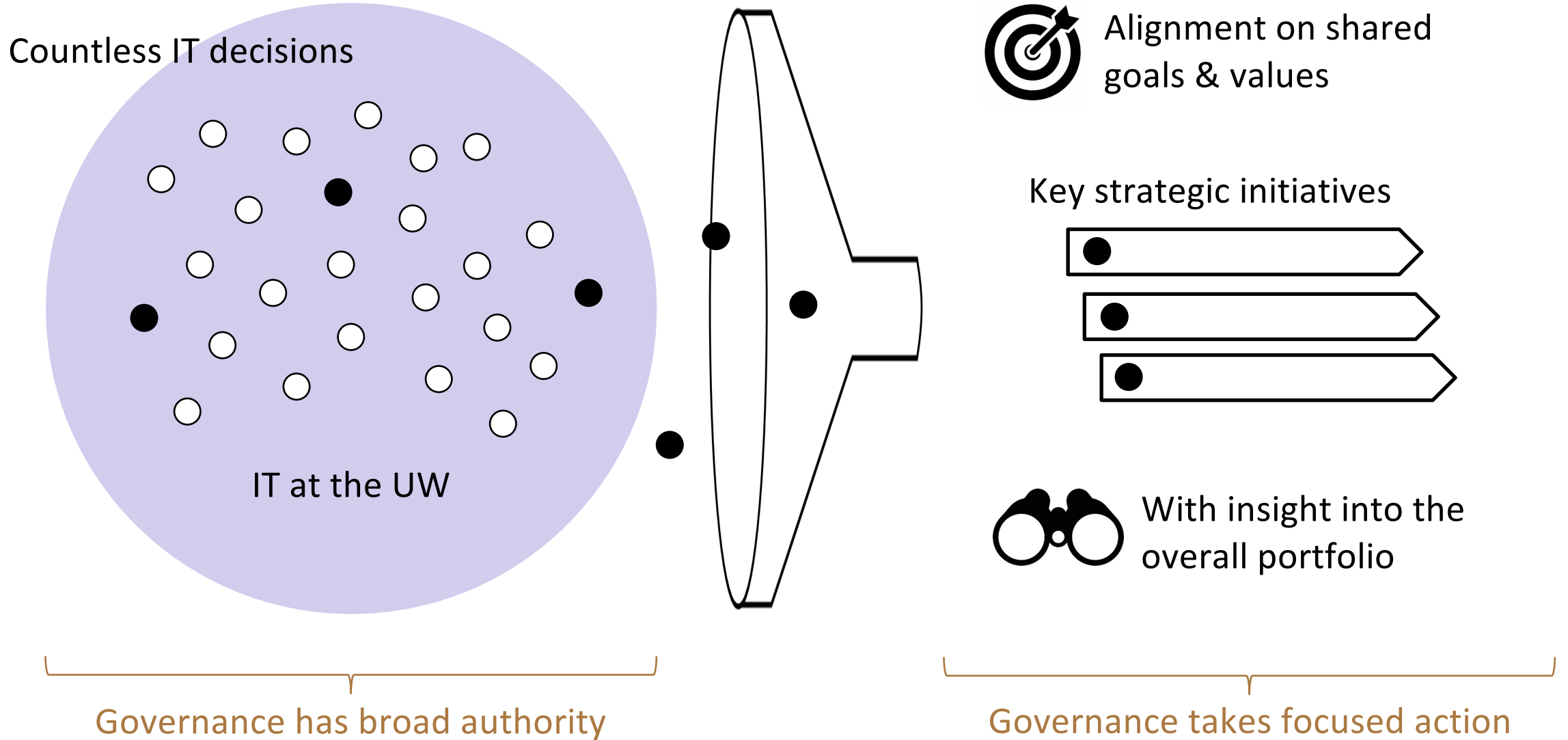> How might we drive decisions & action between these areas?

Administration ↔	Education ↔	Research ↔	Clinical

Bothell ↔	Seattle ↔	Tacoma	UW Academy ↔	UW Medicine

Data ↔	Technology ↔	Security ↔	Privacy

UW-IT ↔	Distributed IT

Adjusting the focus & maturity of IT governance

- ● **Track** major IT projects to mitigate risk & assure success
- ● **Rationalize** existing/proposed IT services to reduce costs & increase benefits
- ● **Roadmap** & execute future IT services based on business needs

Today → Mid Term → Long Term

Broad authority and focused action

Countless IT decisions

IT at the UW

Alignment on shared goals & values

Key strategic initiatives

With insight into the overall portfolio

Governance has broad authority
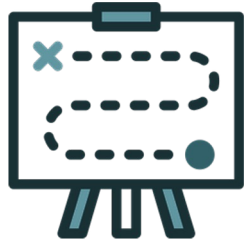
Governance takes focused action

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What should IT governance look like in 5-10 years?

Investment

- IT investments are driven by institutional outcomes
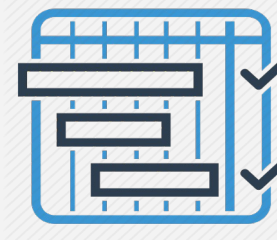- IT roadmaps for these outcomes are shared, prioritized, and resourced

Projects

- IT projects are well planned for success, value, and risk mitigation
- Paths for innovative projects as well as highly managed projects

Value

- Technology enables student success, research, and the UW mission
- The UW has the right IT services at the right time at the right cost with well-managed risk

Desired Outcomes	Resources	IT Services

Prioritized Roadmaps

Well-managed projects

Enabling the UW mission