

IT STRATEGY BOARD

February 23, 2023

UNIVERSITY *of* WASHINGTON



Agenda

- **Call to Order / Introductions (Andreas Bohman)**
- **Administrative Updates**
 - Workday Sustainment
 - UW-IT Structure and Leadership
 - ERM Initiatives
 - Workday Roadmap
 - TRF Update
- **Future of IT Governance (Piet Niederhausen)**
- **Upcoming IT Strategy Board Meetings (Jacob Morris)**
- **IT Projects Executive Overview (Jacob Morris)**
- **Wrap up (Andreas Bohman)**

Appendix: Future of IT Governance (reference slides)

Administrative Updates

Andreas Bohman, CIO and Vice President, UW-IT
Alissa Mahar, Associate VP for Operations, UW-IT

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Future of IT Governance

Piet Niederhausen

Enterprise Business Architect, Enterprise Architecture & Strategy

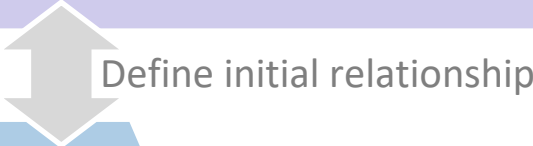
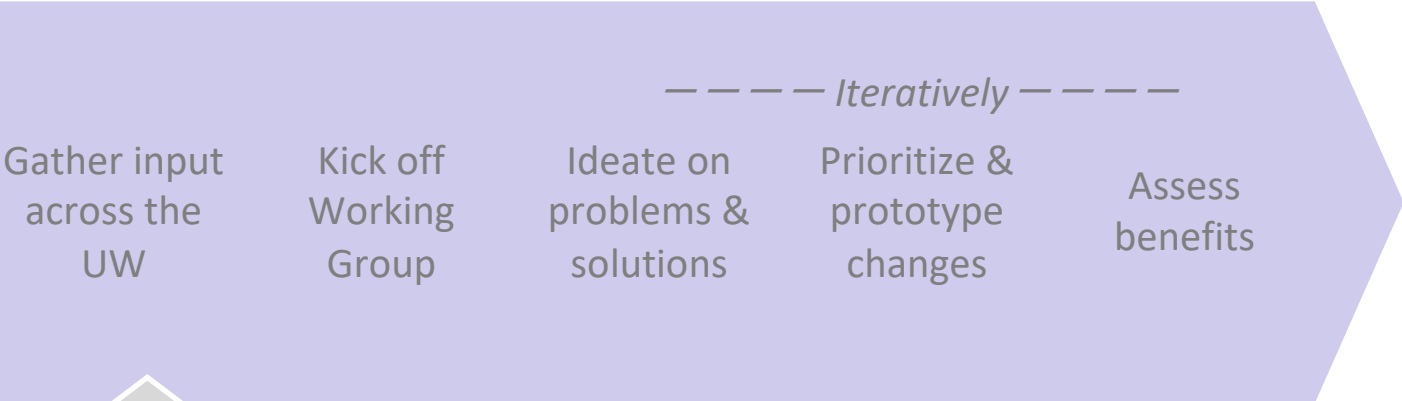
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Current Governance Initiatives

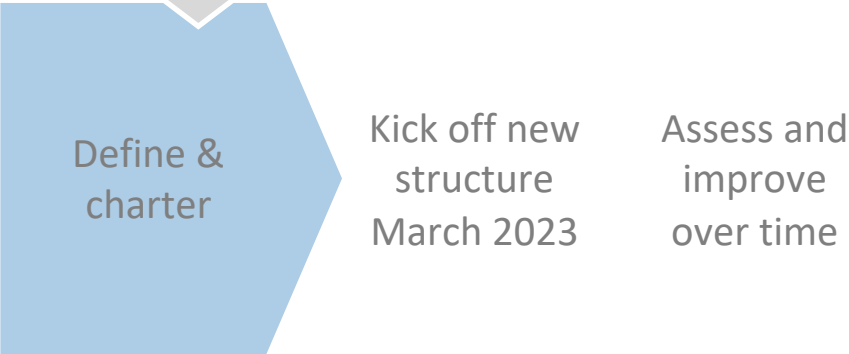
IT Governance 2.0

- Business governance of IT across all UW domains
- Gather broad input and iterate on improvements



Workday Governance

- Govern HR & Finance applications (Workday ecosystem)
- Establish governance & begin using before UWFT go-live



Reimagining IT Governance in the 2022-23 Cycle

IT Strategy Board

October 2022

Vision & Scope
(Why & What)

December 2022

Plan the Change Effort
(How)

February 2023

Check In
Input on design of future IT Governance

April 2023

Endorse
Review first iteration of proposed changes for 2023-24

IT Governance Working Group

IT Service Investment Board

IT Service Management Board



Working Group Status Update

Members:

- Ann Nagel - Associate Vice Provost and University Privacy Officer
- Erin Guthrie - Assistant Vice Provost, OPB
- Helen Garrett - University Registrar, Enrollment Management
- Kristal Mauritz-Miller - Chief Administrative Officer, UW Medicine ITS
- Mary Mulvihill - Director and Interim AVP, UW-IT SMO
- Michael Visaya - AVP for Information Management, UW Advancement Services
- Mick Westrick - Director of IT, Foster School of Business
- Mike Middlebrooks - Director of IT, School of Medicine
- Nicky West - Director of Departmental Computing, iSchool
- Thayer York - Director of Technology Services, Law Library
- Tiffany Quatmann - Associate Director, UWFT FRP Readiness Program
- Xiaosong Li - Associate Provost, Research Cyberinfrastructure

Meeting Dates: *Currently being scheduled*



Today's Workshop

A. Straw model: Four key assumptions about future IT governance structures and processes

B. Two scenarios: As an IT governance decision-maker, what do you see as benefits or challenges of the straw model?

C. Direction: What direction can you give the Working Group for designing future state IT governance?

Prior Input: *What should a new governance model improve?*

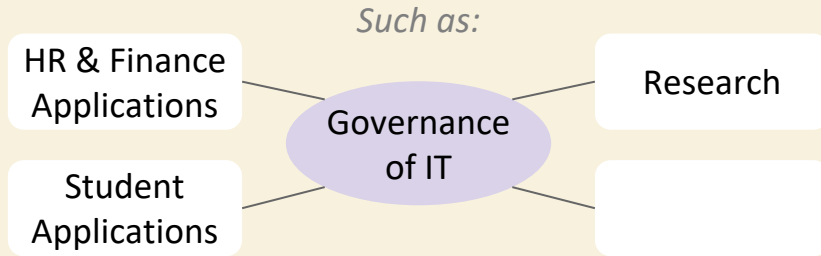
- > Ground IT investment decisions in **UW strategic outcomes** and common challenges.
- > Clarify IT investment **decision-making** scope and authority.
- > Create transparency of **scope, roles and responsibilities** across the various governance groups (IT, Data, etc.).
- > Make governance groups **easier to navigate and less cumbersome** - provide a single point-of-contact.
- > Governance should **drive standardization** in technology and practices.
- > Better manage **risk** from un-governed IT decisions and growing complexity.



Straw Model: Four Assumptions About Future IT Governance

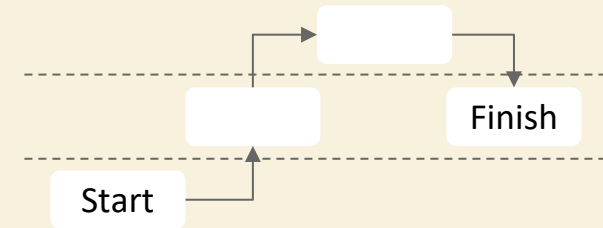
Domain Groups

Future IT Governance has the ability to work in **domain groups** that prioritize and plan IT for different subject areas.



Routing & Input

Future IT Governance is able to intake issues, **route** them, and coordinate **input** across multiple groups.



Thresholds

Future IT Governance has **defined thresholds** (TBD) for different levels of review and decision-making responsibility.

Such as:

Executive decision
Domain level decision
Local decision

Analysis

Future IT Governance is enabled by functions that provide key **analysis** and support - such as:

- > Business analysis
- > Strategy management
- > Architectural support & review

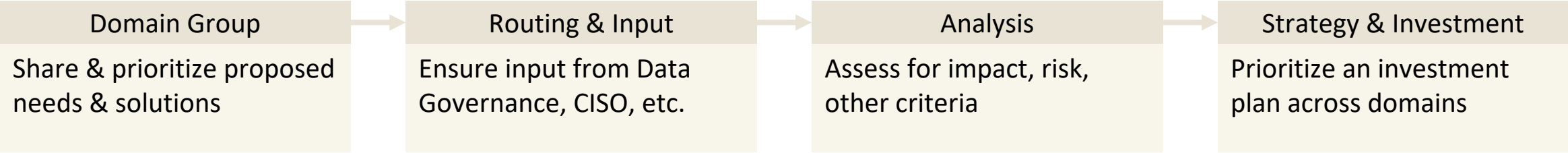
Two Kinds of IT Governance Scenario

In Scenario 1:
**A decision is needed to
prioritize & possibly
fund a project against
investments across
domains.**

In Scenario 2:
**A standard or strategy is
needed for for guiding
investment in multiple
solutions over time.**

Scenario 1: Project

Several business units agree on a shared need for enterprise data to support institutional reporting. The best fit solution would be in Workday, with some impacts on other systems. Based on a recent similar project, the work is beyond the capacity of existing teams and will cost about \$500k. **A decision is needed to prioritize & possibly fund a project against investments across domains.**



Your input:

Advantages

Challenges

Ideas & Questions

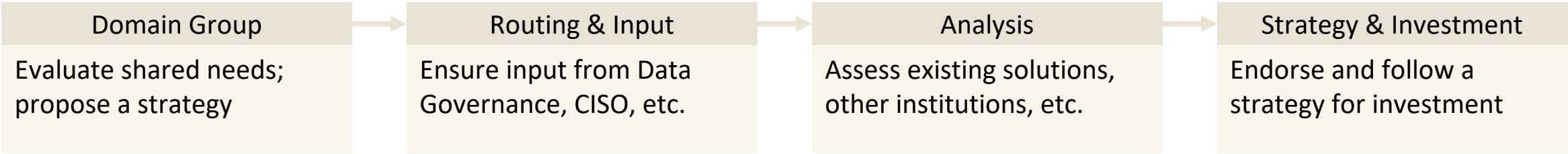
Scenario 1: Directions for the Working Group

Directionally, what should the IT Governance Working Group design for? Assume that the Working Group would propose iterations toward your goals.



Scenario 2: Strategy

Several units operate different CRM solutions. Others are planning projects. Needs vary; while a single solution is unlikely, some shared needs do exist, but have not been fully evaluated yet. The total spend on all existing and new solutions over the next 5 years will be at least \$5 million. **A standard or strategy is needed for guiding investment in multiple solutions over time.**



Your input:

Advantages

Challenges

Ideas & Questions

Scenario 2: Directions for the Working Group

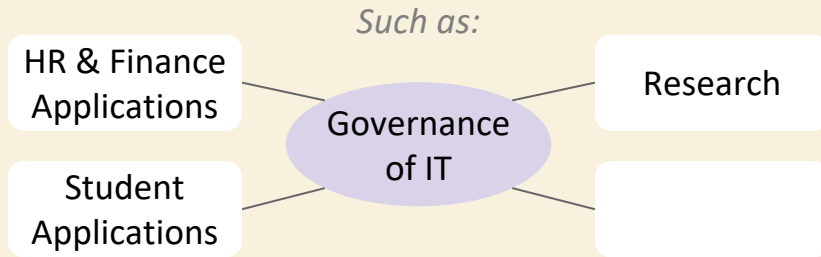
Directionally, what should the IT Governance Working Group design for? Assume that the Working Group would propose iterations toward your goals.



Recap: Four Assumptions About Future IT Governance

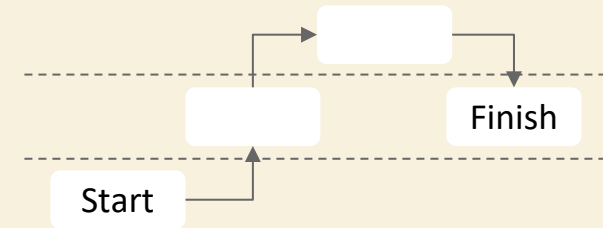
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- > Business analysis
- > Strategy management
- > Architectural support & review

Your Direction on the Assumptions

Directionally, should the Working Group design changes based on these assumptions of the Straw Model?

1. Design for **domain groups** in future IT Governance
2. Design for **routing** of issues and **input** on issues across groups
3. Design **thresholds** for levels of review and decision-making
4. Design for supporting functions to provide **analysis** (such as business analysis, strategy management, and architectural support & review)



Upcoming Strategy Board Meetings

Jacob Morris

Interim Associate Vice President for Research Computing & Strategy

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IT Strategy Board Meeting Schedule and Cadence

Academic Year 2022-23 (Current)

- > October 2022
- > December 2022
- > February 2023
- > April 2023
- > **June 2023 (Proposed addition)**

Fiscal Year 2024 (Future)

- > **August 2023**
- > October 2023
- > December 2023
- > February 2024
- > April 2024
- > **June 2024**

1. Suggest adding a June 2023 meeting to continue the providing feedback to the IT Governance 2.0 working group
2. Suggest moving to a more frequent meeting cadence to reduce gap between April and October meetings. Meetings would be canceled when lacking sufficient agenda.



UWFT Combined Quarterly Report & IT Project Portfolio Review

UW FT Combined Program

Executive Summary - 12/31/22

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	↓	●	↓	●	●	↓	\$245,019,000	\$339,906,000
Functional	Paula Ross	Program	↓	●	↓	●	●	●	\$24,661,047	--
Technical	Gail Rogers	Program	●	●	●	●	●	●	\$39,387,953	--
Change Management	Jeff Bishop	Program	↓	●	↓	●	●	↓	\$7,479,644	--
Project Management	Elise Barho	Program	↓	●	●	●	↓	●	\$7,023,695	--

Enterprise Systems Remediation

UW Medicine	Dale Matheson	↓	●	●	●	●	↓	\$19,657,775	--
Research Administration	Suzanne May	↓	●	●	↓	●	●	\$11,142,674	--
Finance Readiness Program	Jeanne Marie Isola	↓	●	↓	●	●	●	\$9,374,016	--
Integrated Service Center	Greg Koester	●	●	●	↓	↑	●	\$2,916,977	--
UW-IT	Rob McDade	↑	↑	●	●	●	↑	\$6,699,134	--

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

Unit Readiness	<i>Overall readiness of academic, medicine and administrative units</i>	●	The program created an enhanced engagement plan for the units which enables prioritization of critical issues and allocates resources across pillars to address those items. Two testing resources have been assigned to the units. The Systems Design Support (SDS) retirement sessions have also begun.
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 as well as working with them to help determine which E2E cycle they will participate in. Few of the 30-40 inbound systems that need to integrate with Workday has engaged with the platform.

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

† 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.

Notes:

(A) Overall, FT has the same Overall health. It is likely to move up and down a few points, and generally stay yellow through go-live.

UW Enterprise IT Projects

Project Portfolio Executive Summary - Dec 31, 2022 (Final)

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	3 - OCIO	↓ ^(A)	●	↓	●	●	↓	\$245,019,000	\$339,906,000
Advancement CRM Replacement	Julie Brown, Tamara Josserand	3 - OCIO	●	●	●	●	●	●	\$4,665,000	\$5,533,000
UWM Data Analytics Warehouse	Mo Broom, Richard Goss	2 - UW	↑ ^{Final}	●	↑	●	↑	↑	\$5,993,000	\$6,200,000
Electronic Document Management System Replacement	Anja Canfield-Budde	2 - UW	●	●	●	●	●	●	\$1,851,000	\$3,006,000
Salesforce Conversion	Frank Hodge	2 - UW	↓	●	●	↓	●	●	\$3,454,000	\$3,488,000
Graduate School Admissions Modernization	Joy Williamson-Lott	2 - UW	●	●	●	●	●	●	\$151,000	\$545,000
UWF AiMR	Tim Rhoades	1 - UW	●	●	↓	↑	●	↑	\$216,000	\$403,000
Gradescope	Aaron Timss	1 - UW	●	●	●	●	●	●	\$267,000	\$267,000



8 projects

\$261.6M

\$359.3M

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.




Program Operations	Executive Leadership	Program Area	Status	Major Projects Interdependencies Assessment	<i>Note: ISC and UW-IT resources are tracked within the major projects' budgets</i>
Integrated Service Center	Ann Anderson	Major Projects		<p>Overall rating: Yellow</p> <p>Although the ISC has numerous open projects, the largest projects are:</p> <ul style="list-style-type: none"> • UW Finance Transformation – FT Program work has increased to include more readiness activities such as Payroll Accounting, FDM, Security and Sustainment Model decisions. ISC is highly involved in cutover and go live planning and will participate in upcoming UWFT Dress Rehearals. • HR Hierarchies – As part of the UW FT Project, the UW's financial Organization Code ("Fin Org") is being retired and replaced by a Workday Custom Organization (aka Alternative Hierarchy) to capture UW-HR's institutional reporting hierarchy. <p>Issues:</p> <ul style="list-style-type: none"> • Our project work continues to be fluid and heavily dependent upon state statutes and regulations. Any new large project work is submitted and reviewed by the Workday Committee for prioritization and, if needed, resourcing and funding. • The yellow rating relates to the impacts of FIN (UW's legacy finance system) we are working through, some unknowns remain as the program continues their work and we anticipate design recommendations regarding impacts to our current configuration and processes. • The ISC is moving into UW-IT and planning is in process. 	
UW-IT	Andreas Bohman	Major Projects		<p>Overall rating: Yellow</p> <ul style="list-style-type: none"> • Workday Support and Operating Model: A major new focus for UW-IT is defining the future sustainment of Workday Finance (post go-live), including the transition of ISC into UW-IT. This is critical work for the University, and further increases the strain on key UW-IT resources. • Advancement CRM: (ADV) project new go-live timeframe set for April 2023, exact date TBD. Monitoring for impacts due to overlap with FT deployment window. All UW-IT work on track. • UW FT: Closely monitoring scope for UW-IT teams, as additional areas emerge that require IT solutions. 	

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

TAKEAWAYS, NEXT STEPS

Andreas Bohman
Vice President for UW-IT and CIO

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QUESTIONS AND DISCUSSION

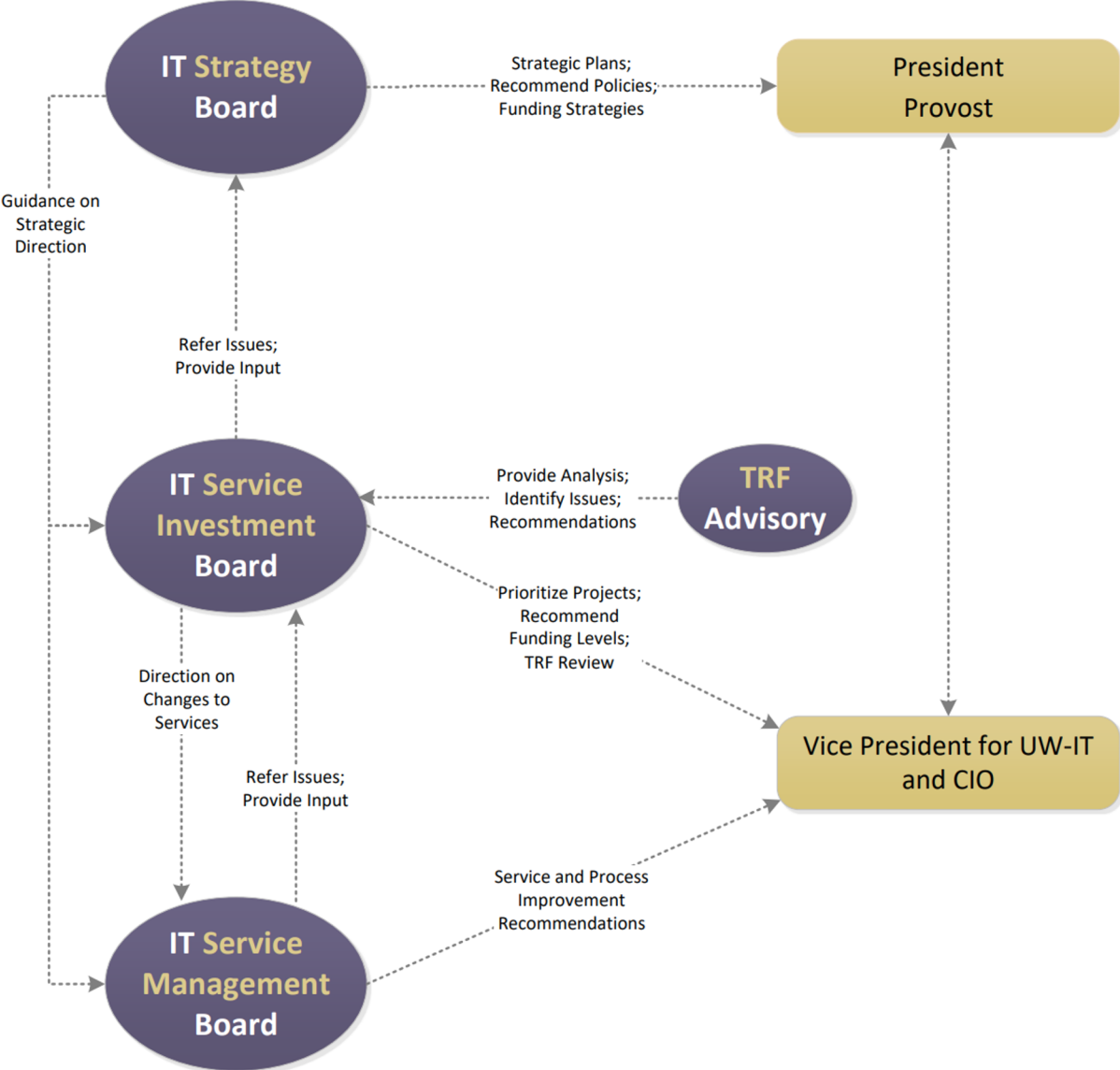
Appendix: Future of IT Governance

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.

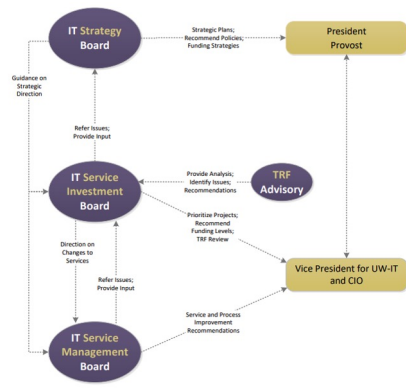
Current State: IT-related governance at the UW

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:

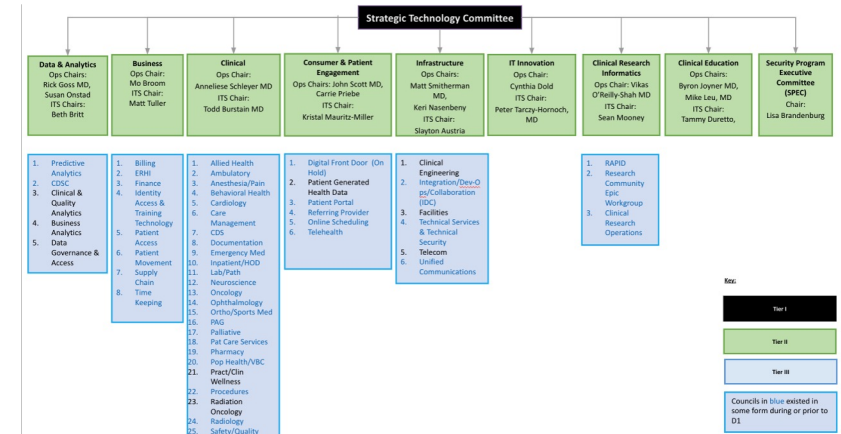
- Workday Governance (ISC)

Security, Privacy & Risk

CISO's Security Advisory Board
Enterprise Risk Management
Privacy Office

UWM IT Governance Partnership

Three tiers with 60+ groups by line of business/function



UW Finance Transformation

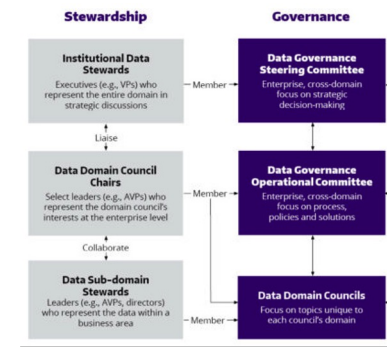
Several program-specific governance groups

Workday Guardrails

Reference architecture process

UW Data Governance

Three tiers of data domain councils plus task forces

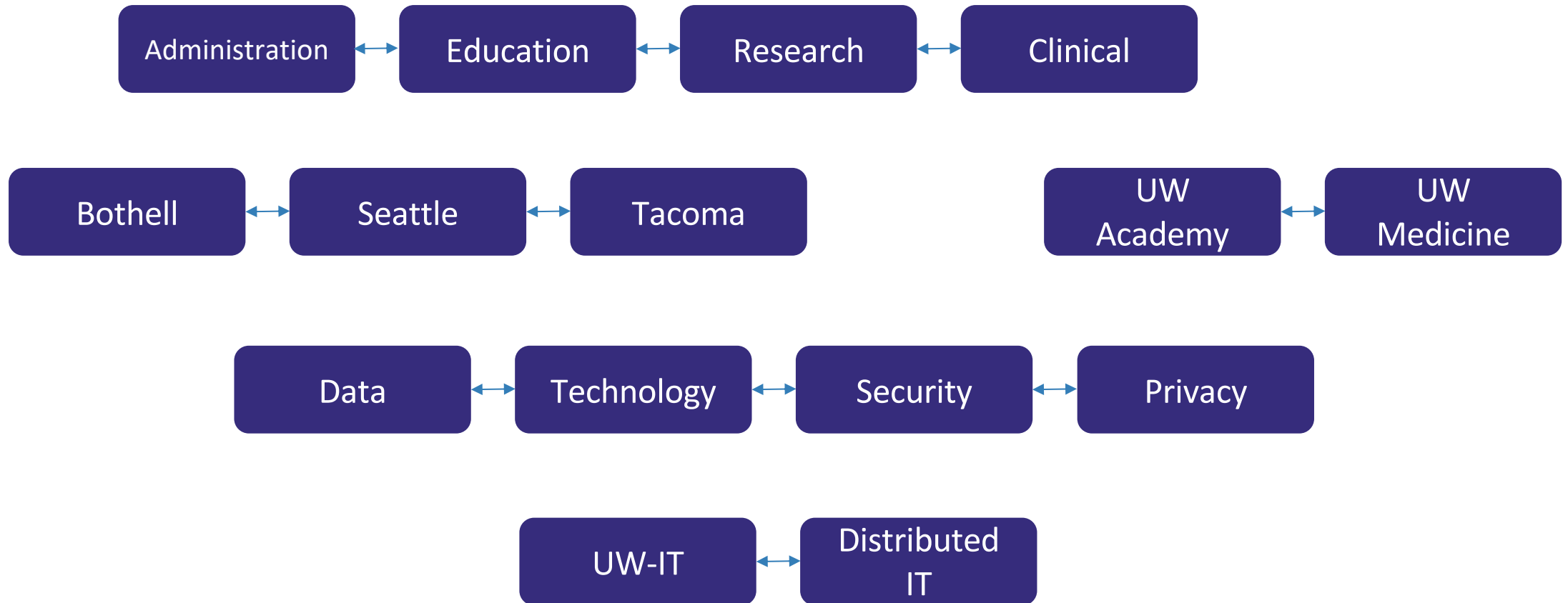


Additional Groups

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

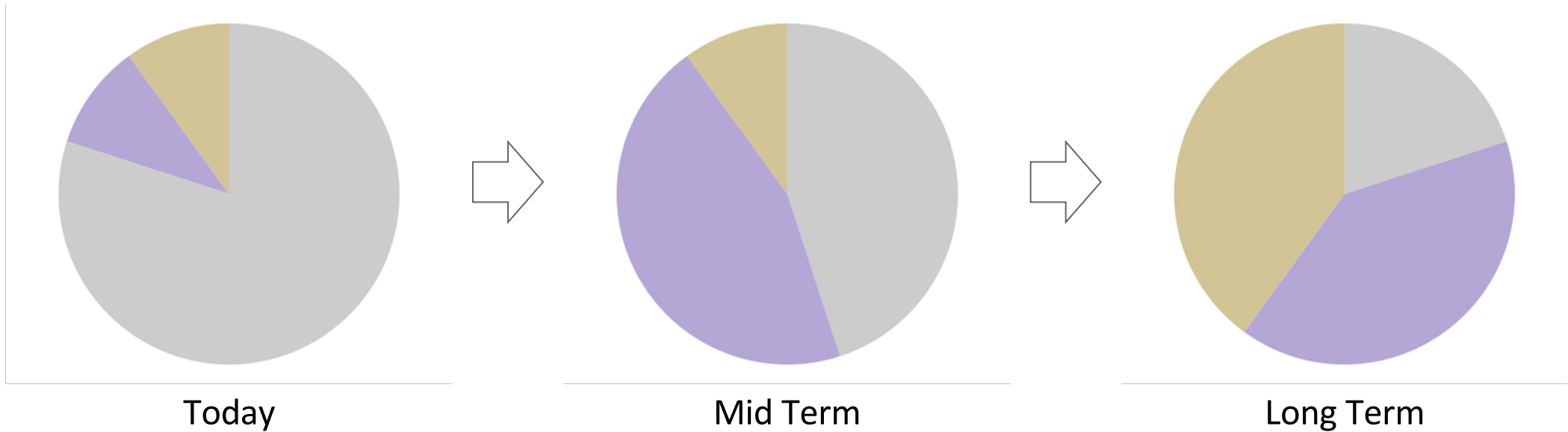
Scoping IT governance

- > What areas should IT governance connect up?
- > How might we drive decisions & action between these areas?

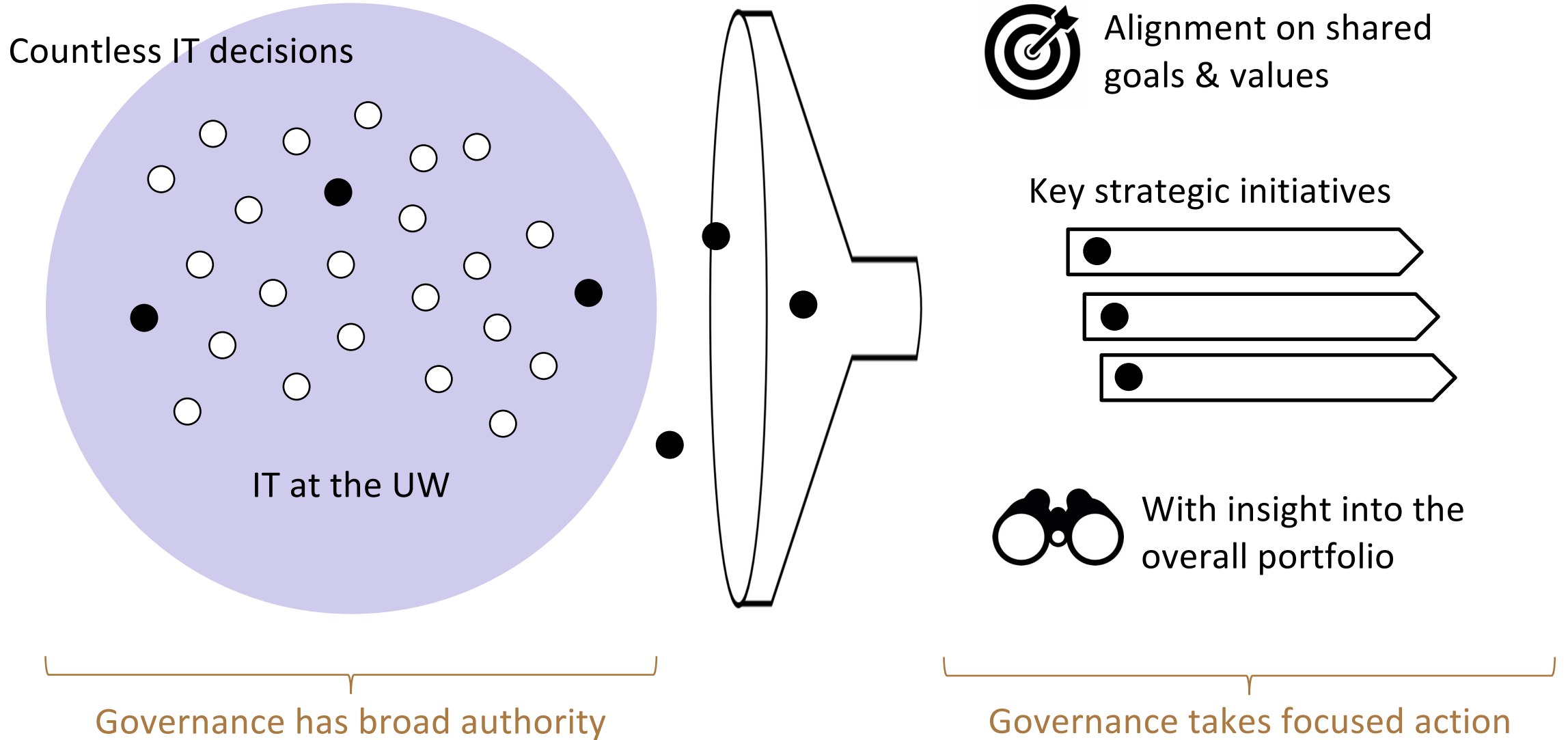


Adjusting the focus & maturity of IT governance

- **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



Broad authority and focused action

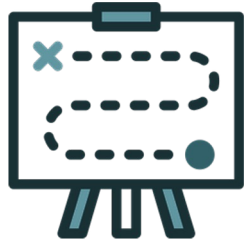


What should IT governance look like in 5-10 years?

Investment

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

Desired Outcomes

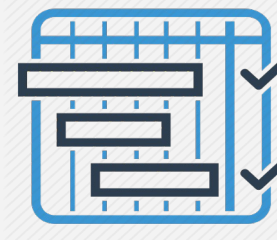


Prioritized Roadmaps

Projects

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

Resources



Well-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

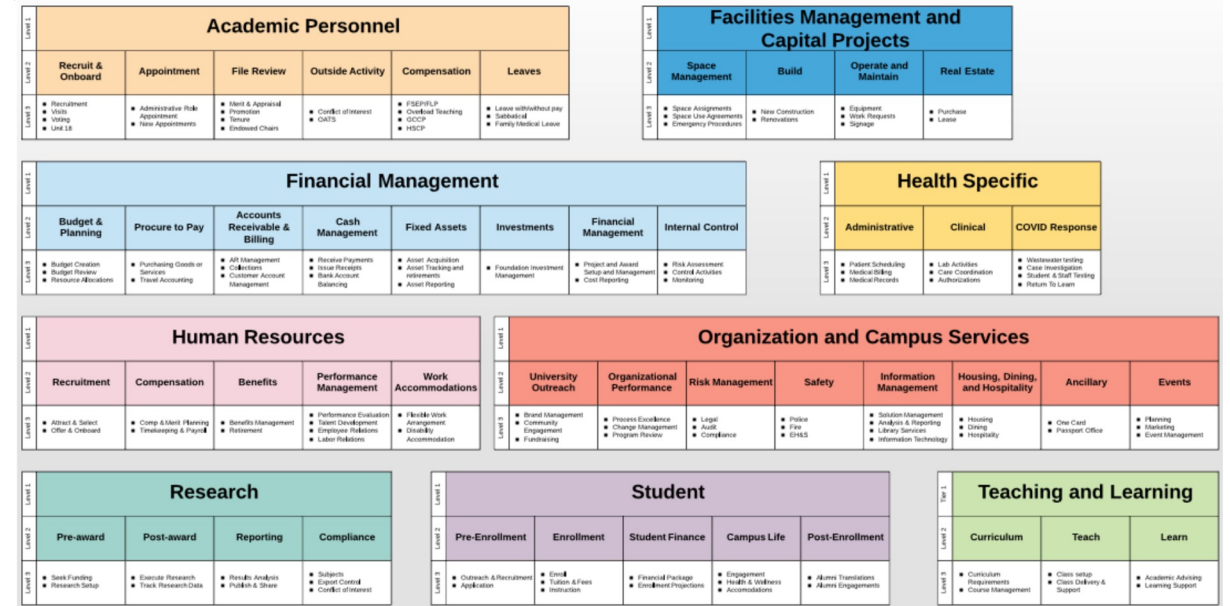
IT Services



Enabling the UW mission

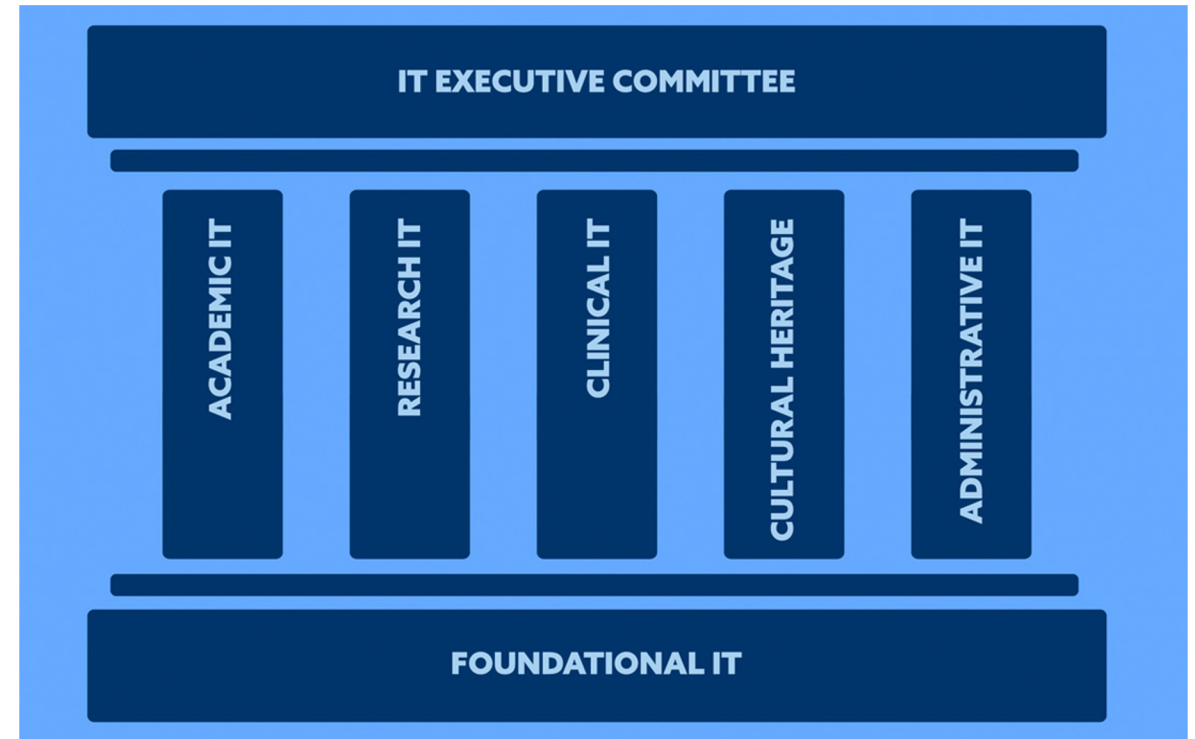
Example: UC San Diego

- > 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



IT Strategy Board: *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.



IT Strategy Board: *What should a new governance model improve?*

- > Ground IT investment decisions in UW strategic outcomes and common challenges.
- > Clarify IT investment decision-making scope and authority.
- > Create transparency of scope, roles and responsibilities across the various governance groups (IT, Data, etc.).
- > Make governance groups easier to navigate and less cumbersome - provide a single point-of-contact.
- > Governance should drive standardization in technology and practices.



Funding paths for IT services

Proposed service change

A need to establish a new service or expand an existing service, including any of:

Initial transition costs

Ongoing operating costs

Growth over time

Flexibility in existing budgets

- Efficiency gains, carryovers, vacancies, etc.
- Retirement of other services

Provost Reinvestment Fund (PRF)

- Typically one-time funding
- Side-by-side with all other (non-IT) proposals

Technology Recharge Fee (TRF)

- UW-IT only; for a fixed set of shared services
- Sometimes adjusts over time

HR/Payroll & Finance Fees

- UW-IT only; specific to Workday
- May adjust over time?

Chargebacks (fee for service)

- For services that scale linearly with usage
- Such services also have initial & retirement costs

Grants

- External grants for services that support, e.g., sponsored research

Currently,
no unified governance
decision-making over
these paths

Changes often require
decisions about >1
funding path