

IT STRATEGY BOARD



May 8, 2023



AGENDA

- > Call to Order
- > Administrative Updates
- > IT Governance Working Group Report Out
- > Wrap up



Administrative Updates

Andreas Bohman

Vice President for UW-IT and CIO



IT Governance Working Group Report Out

Jim Phelps

Director, Enterprise Architecture and Strategy, UW-IT



IT Governance Working Group Report Out

1. Status of work so far - what the Working Group has accomplished (5 min)
2. Ideas for change from the Working Group (12 min)
 - a. Triad 1 presentation
 - b. Triad 2 presentation
 - c. Triad 3 presentation
3. Overall feedback (8 min)
4. IT governance workstreams (5 min)
5. What happens next? (5 min)

Intended outcomes:

1. ITSB understands the direction the working group is taking so far
2. The working group has good directional feedback on how to approach each goal
3. Start the conversation (awareness) on approach for how changes could be carried out

Participants

Working Group Members

- Ann Nagel - Associate Vice Provost and University Privacy Officer
- Erin Guthrie - Assistant Vice Provost and University Data and Analysis Officer, OPB
- Helen Garrett - University Registrar, Enrollment Management
- Kristal Mauritz-Miller - Chief Administrative Officer, UW Medicine ITS
- Kristen Dietiker - Associate Vice Chancellor of IT and CIO, UW Bothell
- Mary Mulvihill - Interim AVP, UW-IT IT Infrastructure and Director, SMO, UW-IT
- 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
- Patrick Pow - Vice Chancellor for IT and CIO, UW Tacoma
- Thayer York - Director of Technology Services, School of Law
- Tiffany Quatmann - Director, UWFT FRP Readiness Program
- Xiaosong Li - Associate Vice Provost, Research Cyberinfrastructure

Support Team

- Jacob Morris - Interim AVP for Research Computing & Strategy, UW-IT
- Jim Phelps - Director of Enterprise Architecture & Strategy, UW-IT
- Piet Niederhausen - Enterprise Business Architect, UW-IT
- Rupert Berk - Enterprise Solutions Architect, UW-IT
- Taifa Harris - Sr. Program Leader, ProjectCorps
- Christine Dean - Program Operations Specialist, UW-IT



Design Process So Far

(1) Ideate on potential approaches in response to direction set by ITSB

Context
Don't feel constrained by any assumptions! Everything is on the table for ideation, from no change to major changes in IT governance scope and decision-making. The existing IT Governance Boards have discussed scenarios that include governance review and/or decision-making for a broad scope of IT projects and services at the UW.

Instructions

- Add your ideas as bullets in the sections below, particularly in the **Potential Future Approaches** in each goal.
- When adding a bullet, please put your name in parentheses at the end so others can see whose idea it was.
- Use the Comment feature to add your comments, questions, or concerns on any bullet (right-click and select Comment).
- Add a (+1) to any bullet you want to show your support for — this helps everyone see consensus. (Ideas with 4 or more + votes are highlighted for quick reference.)
- Bullets labeled "Prior Input" are drawn from the **Background Materials**, which you can consult for more ideas.

Contents

- Ground IT investment decisions in **UW strategic outcomes** and common challenges.
- Governance should **drive standardization** in technology and practices.
- 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.
- Better **manage risk** from un-governed IT decisions and growing complexity.
- New ideas** — add additional topics here

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

Feedback on Current State

- UW strategies** are very high level, difficult to apply (cascade down) into units and specific IT needs/projects
- Need buy-in** from top executives (there are many) for the goals/approach we're pursuing (+1)
- Prior input:** Need to look ahead and plan better together for future opportunities, not just tactical (16)
- Prior input:** Improve tri-campus involvement in strategy and build on the ability of the campuses to work together (Seattle, Bothell, Tacoma) (14)
- Align IT investment** with UW's campus-wide strategic growth plans (Xiaosong)

Potential Future Approaches
In GSOT terms, these may be Strategies, Objectives, or Tactics - don't worry about which yet!

- Create domain (subject matter) groups within governance, so that people working on similar things can share information, identify common challenges, and plan shared strategies when appropriate.
 - Prior input:** However, avoid imposing additional groups in ways that would duplicate conversations that should happen in other forums.
 - And leverage established structures as part of a larger model with aligned purpose and strategy from a foundational core group
- Review related projects/proposals together, so that there is an opportunity to invest in shared approaches or solutions.
- Set up central resources or methods for business analysis, project definition, and procurement, so that it is easier for units to:
 - Identify opportunities and reach alignment on new shared strategies or solutions; make a well informed choice to use an existing solution or a different one; and/or reach agreement on what are the essential requirements in their own organizations. (+2)
- Prior input:** Ensure that governance has access to resources for strategy management context analysis, so that governance groups can work together to develop shared strategy on key topics.
- Create a relationship between governance and the portfolio of projects, strategic roadmaps, and prioritization guidance to make recommendations in alignment (Tiffany)
- Develop a clear methodology for involving the right stakeholders in a governance framework so that executive leadership is a part of the visioning and steering process that cascades key initiatives within their unit that align with decisions being made in governing boards with the participants in their unit (Tiffany)
 - Enable our executive leaders to know about and care about the importance of goals for, e.g., shared services (80th) (used as an example in the **GSOT deck**)
 - Identify the resources to do analysis on behalf of leaders to provide background materials and recommendations.
 - Make sure governance groups are truly representative, including getting people's views out within the limitations of tools like Zoom (15)
 - Add asynchronous ways for input (surveys, focus groups, etc.) (15)
 - Use governance groups/forums in a hierarchy that can get specialized and involve people at all levels, including subject matter specialized groups (18)

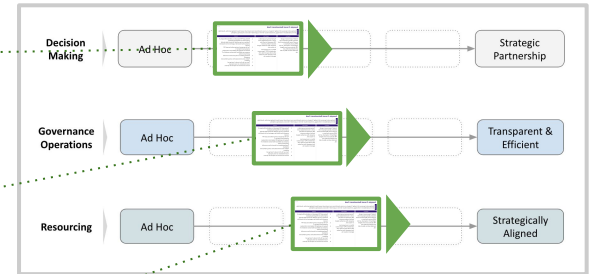
(2) Develop candidate Goals, Strategies, Objectives, and Tactics

Example: Provost Reinvestment Fund

Taking central processes for funding IT projects or services should steer more investment toward shared strategic priorities, should help drive standardization in technology, and should reduce risk from un-governed IT decisions and growing complexity.

PROBLEM	CAUSE	EFFECTS	NEW
Enable IT governance to guide decisions about proposals in the annual Provost Reinvestment Fund (PRF) process that have a significant IT component, so that PRF decisions are more aligned with shared priorities and standards and less likely to add risk.	IT governance group provides a score or recommendation with PRF proposals that will help decision-makers promote proposals that are better aligned or reduce risk.	1. Review past PRF proposals to understand the types of projects that are frequently proposed. 2. Develop a scoring method that would help identify proposals that should be supported or that should be rejected. 3. Test the proposed scoring method on past PRF proposals and improve it. 4. Review the existing PRF rules from information, process and additional information needed for IT governance review. 5. Develop guidance to help units form successful proposals. 6. Publish and communicate the scoring method and guidance. 7. Carry out the first round of scoring and recommendations on new proposals.	1. Review past PRF proposals to understand the types of projects that are frequently proposed. 2. Develop a scoring method that would help identify proposals that should be supported or that should be rejected. 3. Test the proposed scoring method on past PRF proposals and improve it. 4. Review the existing PRF rules from information, process and additional information needed for IT governance review. 5. Develop guidance to help units form successful proposals. 6. Publish and communicate the scoring method and guidance. 7. Carry out the first round of scoring and recommendations on new proposals.

(3) Contextualize candidates within an overall maturity model



In order to:
Implement changes through projects

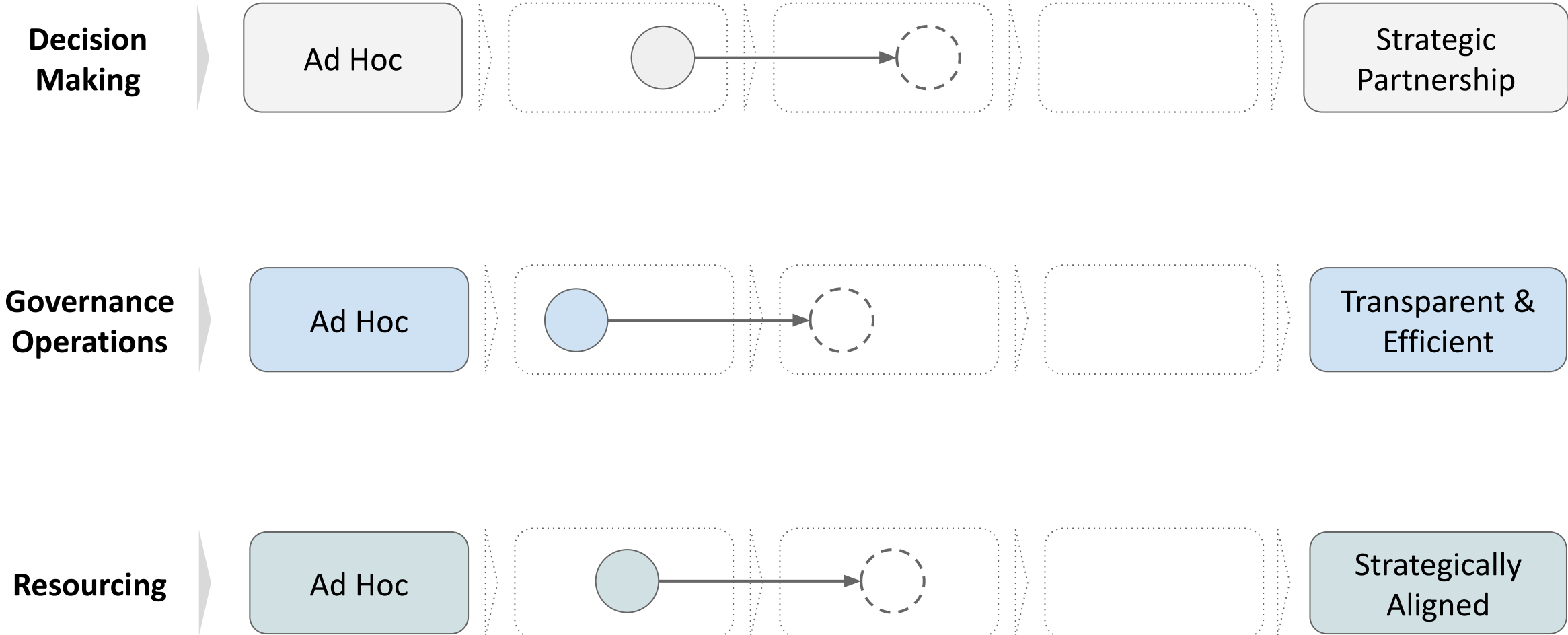


Themes and status

<i>Theme</i>	<i>Status</i>	<i>Contributors</i>
Enable governance groups to work effectively with each other and for UW units	First draft	Triad 1: Tiffany Quatmann, Kristen Dietiker, Helen B Garrett
Guide units to use existing solutions whenever feasible	First draft	Triad 2: Mick Westrick, Thayer York, Nicky West
Align strategic IT priorities among governance of IT, data, privacy, security, etc.	First draft	Triad 3: Ann Nagel, Erin Guthrie, Michael Visaya
Enable governance to create IT strategy for the UW mission	Started	Xiaosong Li
Aligning funding/investment	Started	Thayer York, Erin Guthrie
Managing risk	Started	Ann Nagel



Sample Maturity Model for IT Governance



Triad 1: Tiffany Quatmann, Kristen Dietiker, Helen B Garrett

Theme: Enable governance groups to work effectively with each other and for UW units

GOAL(S)

The UW has many groups for governance of IT related domains including data, privacy, security, etc. By increasing shared understanding of the scope and relationships of these groups we can effectively and transparently route issues, make decisions, communicate, and support UW units in using governance.

Ties back to: [4. Create transparency of scope, roles and responsibilities](#) and [5. Make governance groups easier to navigate and less cumbersome](#)

STRATEGY

Identify and acknowledge the UW's various IT governance and related governance groups, in order to create a purposeful process by which all are clear on the scope of authority among these groups and in relation to IT service providers including UW-IT.

Identify the scope of and relationships among existing governance groups in order to make changes that increase efficiency and transparency in moving issues and decisions among groups.

Create resources that help UW units navigate governance and related organizations, in order to make governance effective for all parts of the UW.

OBJECTIVES

- IT governance groups and related governance domains and organizations have shared understanding of their scopes, roles, relationships, and handoffs.
- Executive decision making is clear across all IT and related governance groups.
- UW units can navigate IT governance groups and related governance domains and organizations efficiently to get guidance and decisions.
- UW units have awareness and understand potential impacts of changes and investments.

TACTICS

1. Review and (where needed) clarify the **scope, relationships, and interdependencies** of all relevant existing governance groups (starting with their charters).
2. Between all governance groups relevant to IT, agree on how best to intake, assess, route, and escalate **issues** and obtain the right **decisions** from the right groups for each issue.
3. Agree on the types of **decisions** intended to be made by governance, by an office/program/service, or by local units.
4. Work with governance groups and their members to improve sharing and cascading of **information** about agendas, issues, proposals, and decisions.
5. Identify roles and responsibilities of **participants** in all relevant governance groups.
6. Develop and consistently apply criteria for creating equitable **representation** by the right people in each governance group.
7. **Help UW units navigate** governance groups and related organizations and obtain consultation and advice, especially constituents who only occasionally interact with governance.

Triad 2: Mick Westrick, Thayer York, Nicky West

Theme: Guide units to use existing solutions whenever feasible

GOAL(S)

Good governance should reduce risk, IT staff time, and/or licensing costs by guiding units to use existing software or solutions whenever possible where either UW-IT or another unit has already implemented one. To that end, consider what others have done before...

Ties back to: [2. Governance should drive standardization in technology and practices](#)

STRATEGY

- Set a \$/# of users/privacy threshold where review is required.
- Document review of currently deployed solutions and if doing something new, why?
- Leave room for researchers to obtain tools right for them

OBJECTIVES

- Avoid forcing units into selecting solutions that might not be the right fit for their needs
- Define how services move from locally to centrally managed (and back again when needed)
- Document exceptions...why did you make a different choice.
- Acknowledge that the tech needs of researchers are often different while documenting solutions in the same place
- Automate the flow of information where possible so that data doesn't need to be entered in multiple locations

TACTICS

1. Create **Communities of Practice** around new software/technologies (ex. Salesforce, Teams, SharePoint, others...)
2. Provide **one location to refer to when making acquisition/project planning decisions**, to include information captured by the Software Registry, TrustArc, procurement processes, exception decisions, etc. Could we use Connect/Service Management as the single reference source?
3. Develop a **quick-review process for collecting information on projects** in the ideation phase into the single reference source (tactic #2)
4. Set up **incentives and guardrails to use shared services** when possible (such as central funding), so that it is easier for units to choose an existing/standard service
5. Assign **specific ownership over acquisition documentation** process within local units

Triad 3: Ann Nagel, Erin Guthrie, Michael Visaya

Theme: Align strategic IT priorities among governance of IT, data, privacy, security, etc.

GOAL(S)

In addition to governance of IT resources, the UW has and will continue to need governance of data, privacy, and security. These domains need to align on strategic IT initiatives, as well as help UW units raise strategic priorities in the right forums.

Ties back to: [1. Ground IT investment decisions in UW strategic outcomes and common challenges](#)

STRATEGY

Share the goals of each governance domain, in order to enable governance groups and related organizations across domains align on priorities for strategic IT initiatives (if/when applicable).

Publish a shared institutional resource that provides guidance and information sharing in order to bring strategic IT priorities to the right governance groups and organizations.

Focus on results and the path to achieving results for the whole UW.

OBJECTIVES

- Priorities for strategic IT investments are transparent across related governance groups, particularly priorities for UW-IT.
- Governance groups and related organizations have clear roles in partnering to comprehensively and efficiently achieve results across domains.
- Governance groups have increased mutual trust, accountability, communication, and ability to make commitments and achieve results.

TACTICS

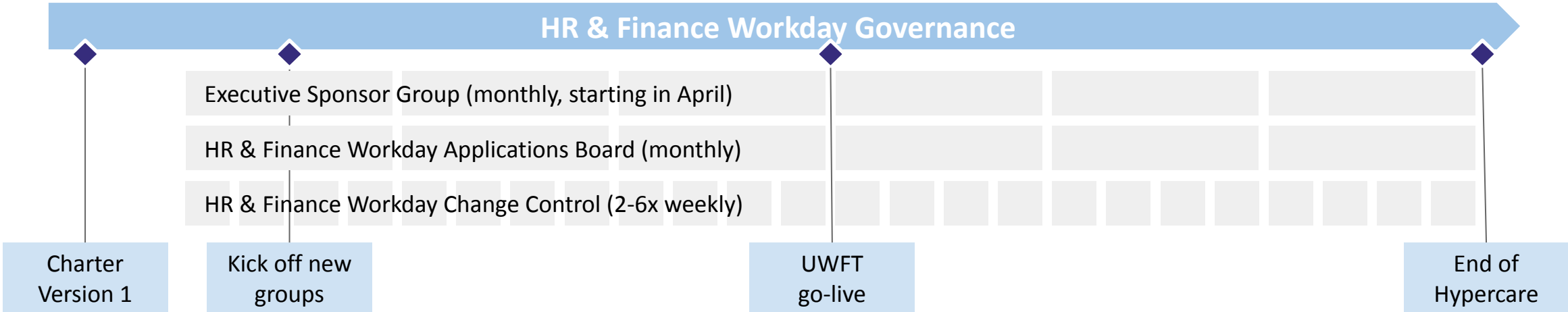
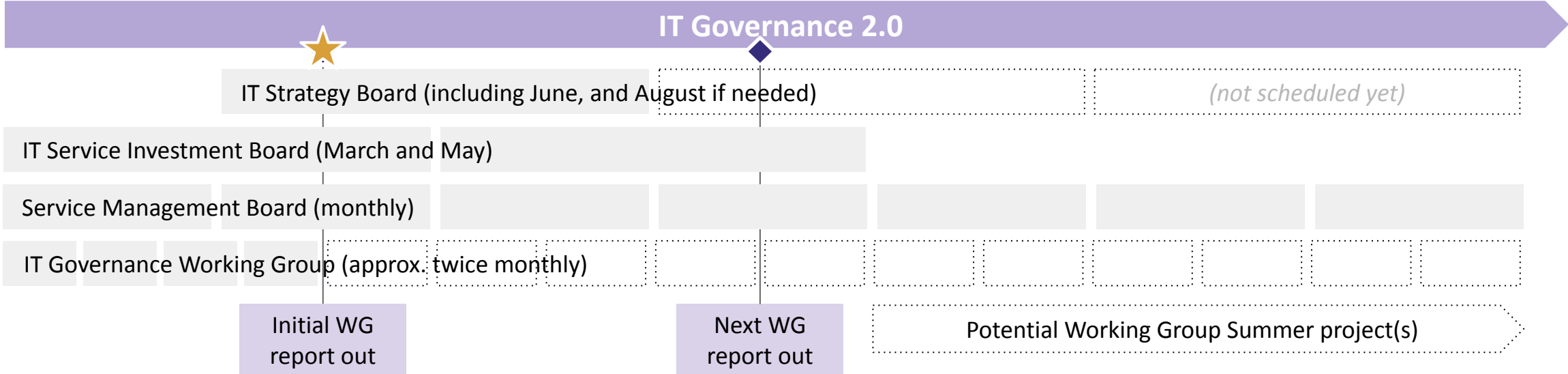
1. **Share strategic IT priorities** and initiatives among these domains and align (if/when applicable) on current priorities and next steps.
2. **Pool information** on what's being asked of UW-IT (and possibly other IT providers) so there is transparent information about the opportunities for collaboration, the commitment to the strategic priority, the timeline, and measurements of success.
3. Create a **decision tree**/navigation map to support colleagues in engaging governance groups to get support for their strategic IT priority/investment.
4. Create guidance for colleagues on **when and how to engage an organization** that is essential to the success of the strategic goal/priority (e.g., when to raise an issue to an IT service team, the Privacy Office, the CISO, etc.).

What seems most impactful:

What, if anything, do you see here that you would most support?

> (to be completed in session)

IT Governance Workstreams (March-September 2023)



IT Governance Operations: Recruiting & onboarding new team (with UW-IT EA team as interim)



What we'll learn from HR & Finance Workday Governance for Governance 2.0

- > How to **support and coordinate** governance groups in an active domain, including staffing Governance Operations
 - Creating two new positions: **Governance Operations Specialist** and a **Governance Analyst** position to support both HR & Fin Domain Governance and IT Governance
- > How to **track and prioritize** high urgency issues and projects in a complex domain
- > How to **engage executives** in setting direction and strategy in a domain
- > How to **define investment opportunities** for governance to pursue, in order to continue to maximize the value of Workday for the UW
- > How to communicate with and engage business and IT **stakeholders across the whole UW** who are affected by HR & Finance governance decisions
- > **Tools, templates, and analysis** that are most effective in governance



What happens next? Charging & Resourcing Change Efforts

Workstream: HR & Finance Workday Governance

- First meetings of new governance groups in April
- Staff IT Governance Operations positions
- Create governance processes, reports, and tools for the new groups

Workstream: IT Governance Working Group

- Complete additional themes on strategy, funding, and risk; prioritize among the themes
- Identify tactics that Working Group members would like to carry forward
- Working Group members should begin to socialize the vision through conversations with peers and in governance groups
- Once new Governance Operations staff are on board, engage them in some of this work
- Provide regular check ins to the IT Strategy Board and other Boards
- Prepare for an October in-person meeting with IT Governance and HR & Finance Workday Governance to capture lessons learned and how to apply them to IT Governance 2.0 (more to come)



QUESTIONS



QUESTIONS AND DISCUSSION

