

UNIVERSITY *of* WASHINGTON

Information & Technology Governance

Executive Committee Meeting

February 28, 2024



Agenda (February 28, 9:30-10:50 am)

<i>Time</i>	<i>Topic</i>	<i>Presenter(s)</i>
9:30	Welcome	Andreas Bohman Sarah Norris Hall
9:35	Purpose and status of I&T Governance	Piet Niederhausen
9:40	Academic Services Domain Next Steps	Andreas Bohman Adriana Matesky
9:55	HR & Finance Workday Domain <ul style="list-style-type: none">Transition of Executive Sponsor Group (5 min)Workday Coordination Services (WCS) (20 min)	Sarah Norris Hall Andreas Bohman Dina O'Reilly
10:20	I&T Governance Decision-Making: Building the Muscles	Andreas Bohman Piet Niederhausen
10:35	AI Task Force Update	Andreas Bohman Anind Dey
10:40	Hybrid meetings?	Andreas Bohman
10:45	Closing	Andreas Bohman Sarah Norris Hall



Hybrid meetings poll

Questions:

1. Are you interested in meeting in-person?
2. How often could you attend in-person (on Seattle Campus)?
3. What else should we know about your in-person meeting preferences?

Scan the QR or use link to join



<https://forms.office.com/r/LGnP9G6sE3?origin=IprLink>

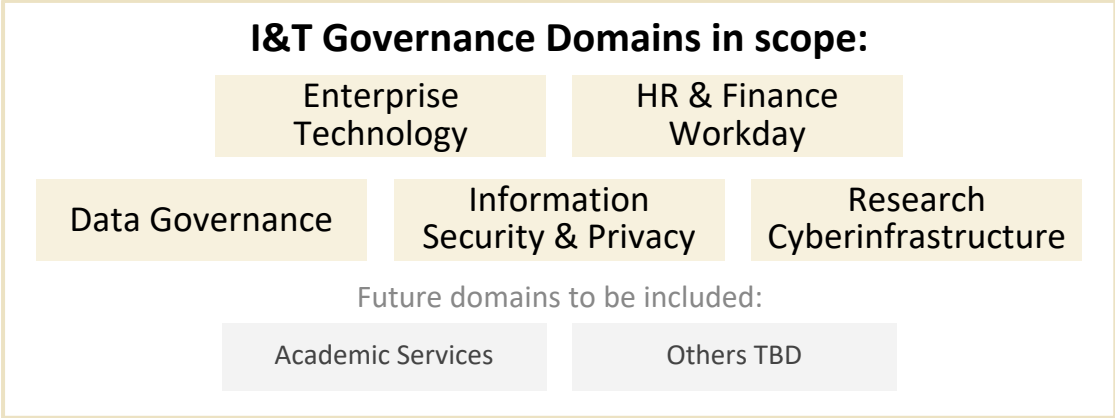


I&T Governance Purpose and Status



Information & Technology Governance Structure

Information & Technology Executive Committee

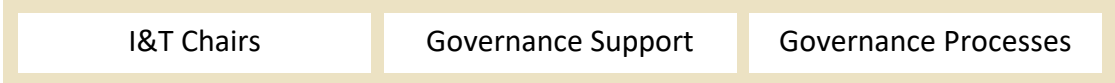


Shared executive leadership drives and aligns goals & strategies, prioritizes initiatives & funding, and endorses standards

Governance domains connect people, evaluate ideas & proposals, recommend strategies & standards, prioritize resources & ongoing changes, and monitor results

- » Can include multiple standing or temporary groups

The initial structure and scope of the domains will be determined in the Chartering phase



Supporting functions coordinate and streamline intake and resolution

Representation throughout includes I&T providers and consumers across the UW

In collaboration with related groups in UW Medicine, UW Bothell, UW Tacoma, Faculty Senate, and academic & administrative governance



I&T Executive Committee

Co-Chairs:

- > **Andreas Bohman**, UW CIO and VP for UW-IT
- > **Sarah Norris Hall**, Senior Vice President and CFO

Members

- > **Lou Cariello**, Vice President, UW Facilities
- > **Anind Dey**, Dean, The Information School
- > **Sheila Edwards Lange**, Chancellor, UW Tacoma
- > **Kristin Esterberg**, Chancellor, UW Bothell
- > **Mary Gresch**, Senior Vice President, University Advancement
- > **Mindy Kornberg**, Vice President, UW Human Resources
- > **Fredrick Nafukho**, Vice Provost for Academic Personnel, Office of Academic Personnel
- > **Simon Neame**, Dean of University Libraries
- > **Eric Neil**, Chief Information Officer, UW Medicine
- > **Mari Ostendorf**, Vice Provost for Research, Office of Research
- > **Phil Reid**, Vice Provost for Academic and Student Affairs, Professor of Chemistry
- > **Brad Simmons**, President of UW Medicine Hospitals & Clinics and Vice President for Medical Affairs
- > **Denzil J. Suite**, Vice President for Student Life, Office for Student Life
- > **Joy Williamson-Lott**, Dean, The Graduate School



Timeline for I&T Governance Groups

<i>Group/Domain</i>	<i>Autumn 2023</i>	<i>Winter 2024</i>	<i>Spring 2024</i>
Executive Committee	Launch	Operate & improve	
Enterprise Technology	Launch	“	
Information Security & Privacy	Launch	“	
Research Cyberinfrastructure	Launch	“	
HR & Finance Workday	Operate	Assess & plan *	Operate & improve
Data Governance	Operate	Assess & plan *	Operate & improve
Academic Services		Scope & plan *	
I&T Chairs		Launch	Operate & improve

* Working with stakeholders in each domain, recommend new or changed governance structures to the Executive Committee for review in Spring 2024.



Critical Success Factors: Commitments

- ❑ **UW CIO** commits to **empower governance** with selected delegated authority (under Executive Order 63 and relevant UW APS).
- ❑ **UW-IT** commits to be governed by and participate actively in the work and decisions of this governance model, and to support its operation.
- ❑ **UW executives** commit to **jointly defining shared goals, strategies, and standards** for information & technology, and carrying them out in their organizations.
- ❑ **UW units** commit to review of proposed information & technology projects that meet defined thresholds for impact and risk.
- ❑ **Governance groups** commit to work together to carry out defined roles, responsibilities and handoffs.



Academic Services Domain Next Steps



Academic Services - Approach

In designing I&T Governance, the “Academic Services” governance domain was proposed to govern student related information & technology services across the university, including administration and teaching & learning.

There are **many ways this domain could be scoped** and/or broken down into multiple governance groups with different focus areas, possibly in stages.

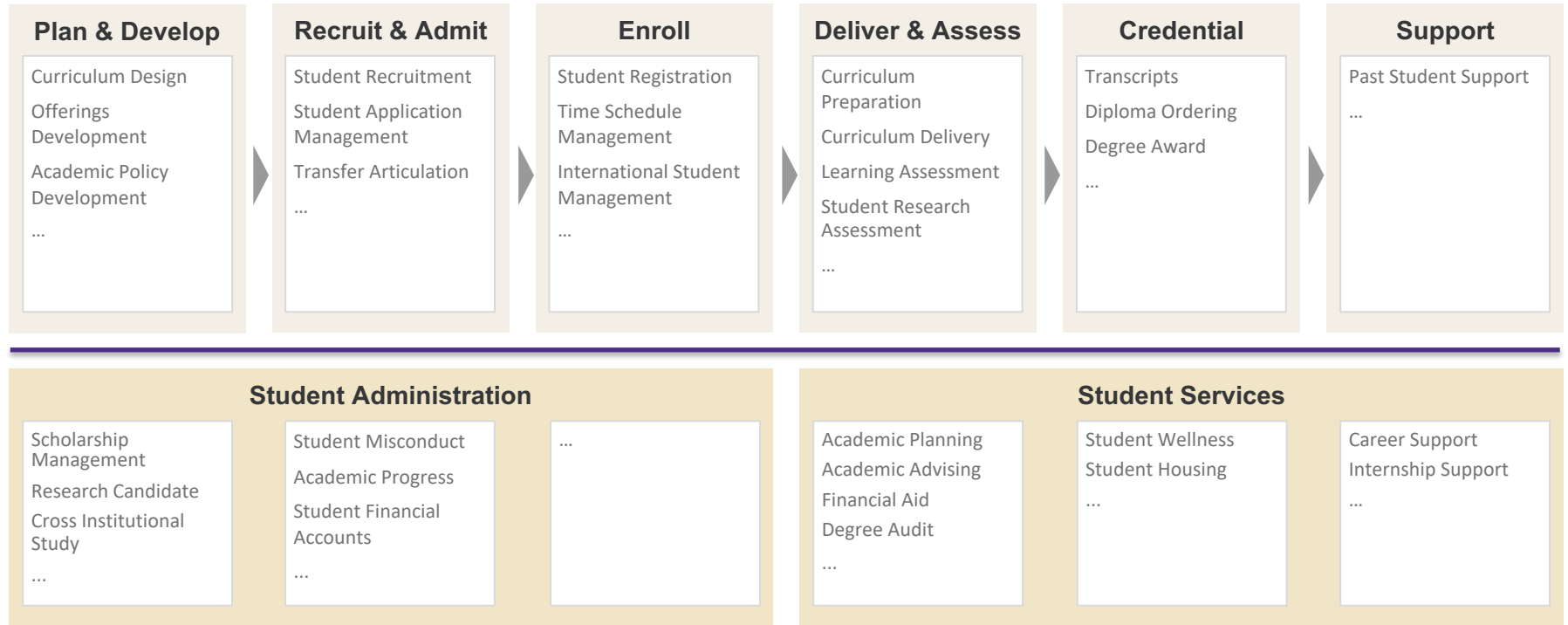
Our next steps are to:

- > Identify the broadest scope that should be considered and discussed with stakeholders
- > Gather input on scope from many UW perspectives (administrative, academic, etc.)
- > Return to the I&T Executive Committee with “straw model” options to discuss in 2024 Q2



Potential Breadth: Academic Services Capabilities

Information and technology enable all of these capabilities. Is this the broad scope we should be discussing with stakeholders in order to define I&T Governance in this space?



Note: This is an unvetted and illustrative sketch of capabilities for discovery purposes. Adapted from: [Higher Education Reference Models](#) (EDUCAUSE, 2021)

Potential Depth: Levels to Scope



- Set strategic priorities
 - Prioritize investments and recommend to CIO, Provost, others
 - ***Fewer, more far-reaching decisions***
-

- Recommend and execute on strategic priorities
 - Prioritize existing resources within a defined scope
 - Escalate opportunities for investment
 - Recommend and apply standards
-

- Day-to-day business prioritization/approval of information & technology resources/changes within a defined scope
- ***Many smaller decisions***

Stakeholder Engagement

Which stakeholders will help us prioritize the scope and generate ideas?

Major Unit/Campus	Stakeholders
UW Tacoma	Patrick Pow
UW Bothell	Amy Stutesman
Office of the Provost – Academic & Student Affairs	Marcus Hirsch
Registrars	Helen Garrett, Pamela Lundquist, Andrea Coker-Anderson, Erin Crom (acts as Grad School “registrar”)
ITAC (current SIS governance)	Registrars and leaders of Admissions, Financial Aid, Student Fiscal Services
Colleges & Schools	Graduate School – Andrew Gorohoff College of Arts & Sciences - TBD Continuum College - TBD
Enterprise Technology Board	All members
Other	



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Transition of HR & Finance Workday Executive Sponsor Group (ESG)

Sarah Norris Hall



HR & Finance Workday Executive Sponsor Group

- > Established in April 2023 as a transition from previous UWFT Sponsors and Workday Governance; meets monthly
- > Chartered to oversee additional levels of Workday-related governance:
 - [HR & Finance Applications Board](#) (HRFAB)
 - [HR & Finance Business Owners](#)
 - [HR & Finance Applications Change Control](#)
- > Has been essential for executive decision-making on UWFT go-live, resource allocation post go-live, and Sustainment issues
- > All [ESG members](#) are also I&T Executive Committee members except: Jacqueline Cabe (represented by Brad Simmons); Margaret Shepherd



ESG Transition

- > Margaret Shepherd, Chair of ESG, has proposed to retire ESG as a distinct group by the end of March or soon after
- > The I&T Executive Committee would take on:
 - Strategic decision making about priorities and programs related to Workday
 - Direction of priorities for the governance structures in this domain
 - Topics escalated from the HR & Finance Applications Board
 - Investment or funding decisions in this domain
 - Future decisions about Workday-related governance structures

Workday Coordination Services (WCS) Updates

Andreas Bohman and Dina O'Reilly



Agenda

- > **WCS Overview**
 - Purpose
 - Context
 - Current Process
 - Coordination Roles
- > **Ongoing Improvement**
 - Process Improvements
 - Next Steps

Workday Coordination Services (WCS) Overview

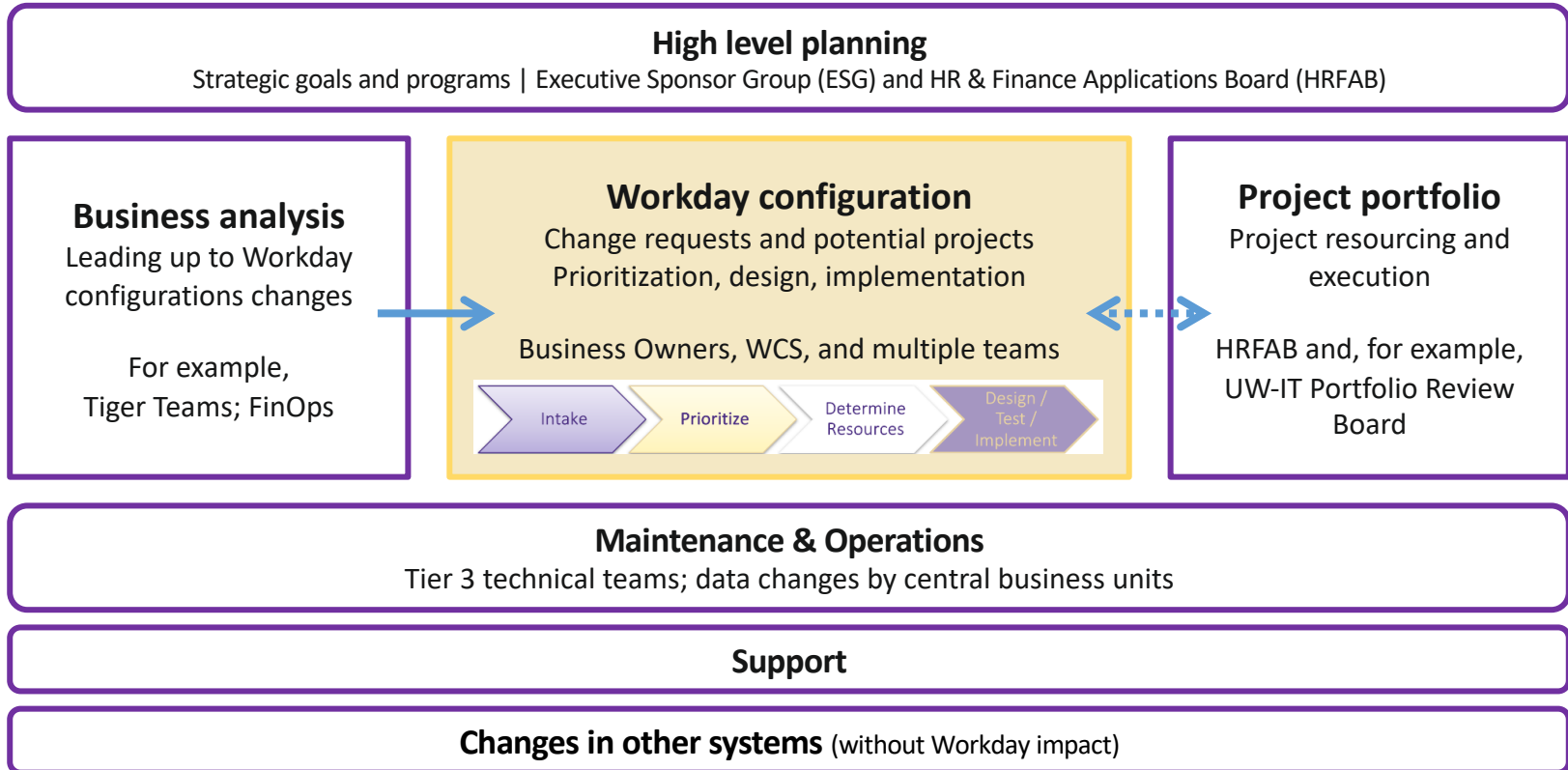


Purpose and Goals of Workday Coordination Services (WCS)

1. Maintain **continuity and minimize impact** to continue moving work forward as we mature WCS processes and bring in non-ETS process areas
2. Facilitate **intake and prioritization** across technical teams for Workday changes
3. Establish **operational and long term central coordination** of key activities in an end-to-end change flow across all Workday process areas in UW-IT
4. Empower Business Owners to **set business priorities** in all process areas
 - Improve coordination of cross-functional issues
5. Provide **transparency** of decision making and changes
6. Later, enable a **shared quarterly planning cycle** across HR & Finance

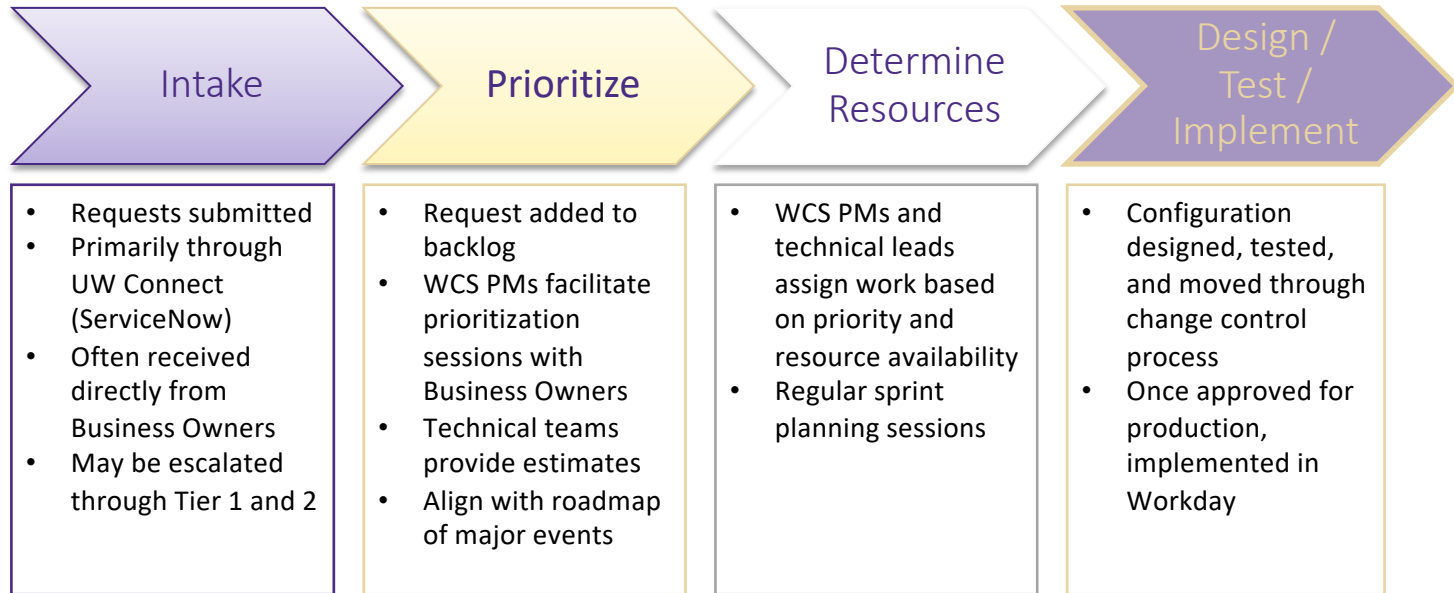
Context of Workday Coordination Services (WCS)

WCS is one piece of the overall work process:



Workday configuration: Typical current process

With some variations between process areas and between HR/Payroll and Finance:



For Integrations: After Business Owner prioritization, WCS hands off completion to the respective technical teams.

For Reports: Business Owners prioritize directly with Reporting teams.

DRAFT: WCS scope

In Scope for WCS

- Facilitate prioritization and capacity for Workday specific HR/P and Finance process areas
 - Projects and Change Requests
- Route and monitor Tier 3 intake
 - Triage and route to correct team
 - Identify downstream impacts due to change request/project
- Create and maintain tools and templates
 - Project management tools
 - Jira or other tool to track work
- Coordinate with Communication and Training when development is complete
- Define scope and roles and responsibilities in coordination with Business Owners, leadership
- Escalate to HRFAB or ESG

Undecided

- Define requirements of intake item to prioritize (requesting group or a triage team)
- Communicate Workday updates to Business Owners
- Coordinate Adaptive planning and updates

To be decided in UW-IT:

- Which teams/roles in UW-IT support which parts of releasing a regular Workday update

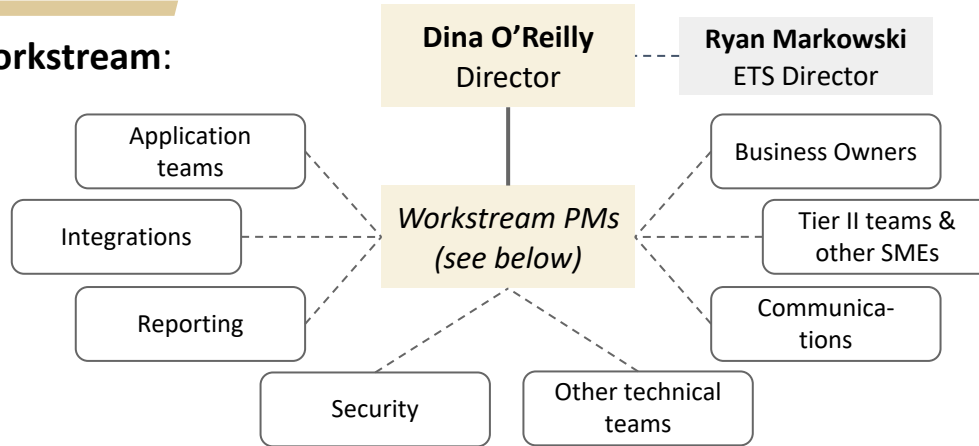
Out of Scope for WCS

- Enterprise decisions including strategy and programs (e.g., next Workday module to implement)
 - *HRFAB and Governance ownership*
- Coordinating Maintenance and Operations
 - *Tier III technical teams' ownership*
- Managing Tier I and Tier II activities
 - *Shared environments, FinOps, and other Sustainment organizations ownership*
- Ownership of and relationship with Workday (e.g., contractual)
 - *Ownership in UW-IT in coordination with central business units*
- Training organization team provides services and coordinates with WCS
 - *Communications and Training team ownership*



Coordination Roles

Per workstream:



Across workstreams:

Roles in multiple Sustainment organizations to enable:

Content Management

Outreach and Engagement

Training

Workstreams	Process Areas	PM in UW-IT
Grants	Grant Award to Close*	Jessica Green
Procurement & Supply Chain	Procure to Pay & Supply Chain*	Anne Conery
Banking & Settlement	Manage Cash & Fin Assets* Customer Req to Pay	Juan Mascarello Ashley Forsythe
Core Finance	Record to Report* Plan & Manage the Business Assets Projects	
HCM, Compensation & Payroll	HCM Compensation Payroll	Greg Koester
Benefits	Benefits	Jim Srnec

* In ETS as of Q4 2023



Ongoing Improvement



Top priority improvements

Recommend focusing on Intake and Prioritization initially:



Current WCS work in progress

1. Collecting HRFAB and key stakeholder feedback on Intake & Prioritization, what they see working, areas for improvement (target 3/15/24)
2. Reviewing current HRP and Finance work request process flow (target 3/15/24)
 - Identify what to include long-term, what to improve, not needed
3. Working sessions set up for non-ETS process areas for business to identify work in 2024 (early March)
4. Hire Adaptive Project Manager – start date 2/26/24
5. Develop Communications Plan (target 2/29/24)
6. Identify Resource Needs (initial draft 2/29/24)
7. Reviewing 2024 Roadmap (late March)
 - Updating plans for inflight work, developing plans for not yet started items

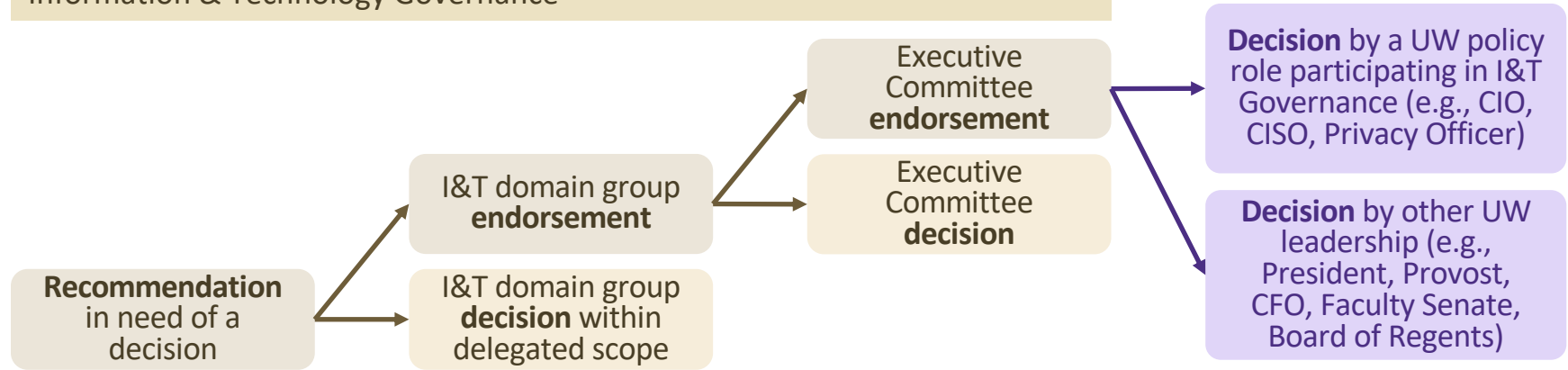
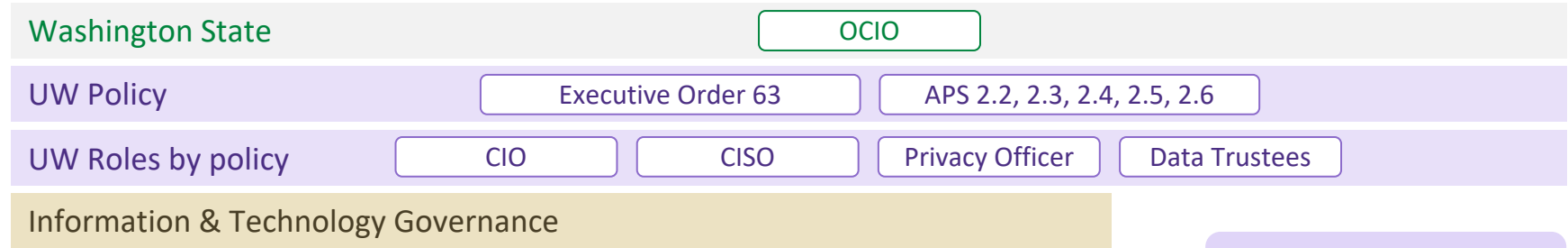
Next steps to address process issues

1. Validate top priority process changes
 - > Adjust process to get better information about each request
 - > Better define Business Owner and functional teams' responsibilities and prioritization activities
2. Confirm organizations involved and decision-makers
3. Convene representative stakeholders and facilitate to propose process changes
 - > Report out to decision-makers in the organization involved
4. Obtain decisions about process changes
 - > From decision-makers in organizations involved
 - > From HRFAB and ESG
5. Communicate and implement each process change
6. Process decisions can define resource needs

I&T Governance Decision- Making: Building the Muscles



Sources of authority and decision flow





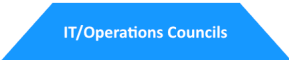
- I&T Governance does not alter the scope of authority or responsibility of roles defined by UW Policy or Executive Order (e.g., CIO, CISO, etc.)
- Such roles lend their authority to governance recommendations within their scope, by requesting and endorsing recommendations



Example: Making future decisions at multiple levels

Project Demand Management | IT Project Characteristics

Each committee / council will primarily be responsible for projects of a certain size and scope. Post-project ideation, all projects during intake will be routed to Tier III councils to determine which committee / council is responsible for evaluating and prioritizing the ask based on project characteristics. Enterprise impact should serve as a tie breaker when decided where to route projects.

	Project Type	Required Resources	Required Time	Total Cost and/or Total Benefit	Enterprise Impact	Project Scoring Required ?	Example Projects
 <p>STC</p>	"Boulder"	<ul style="list-style-type: none"> ITS PM Lead Multiple IT teams involved 	<ul style="list-style-type: none"> 5,000 or more IT Hours 	<ul style="list-style-type: none"> > \$1M 	<ul style="list-style-type: none"> Multiple departments impacted More than 85% of users impacted High Project Risk 	<ul style="list-style-type: none"> Yes 	<ul style="list-style-type: none"> Major enterprise programs (i.e., D1) M&A activity COVID-19 response Implementing new Kronos replacement
 <p>IT Oversight Committees</p>	"Rock"	<ul style="list-style-type: none"> ITS PM Lead Multiple IT teams involved 	<ul style="list-style-type: none"> 500 – 5,000 IT hours 	<ul style="list-style-type: none"> \$100,000 - \$1M 	<ul style="list-style-type: none"> Multiple departments impacted 50% - 85% of end users impacted Moderate Project Risk 	<ul style="list-style-type: none"> Yes 	<ul style="list-style-type: none"> Telehealth monitoring equipment for remote diagnosis Purchasing smart pumps
 <p>IT/Operations Councils</p>	"Pebble"	<ul style="list-style-type: none"> Analyst Lead Single IT Team 	<ul style="list-style-type: none"> 100 - 500 IT hours 	<ul style="list-style-type: none"> Less than \$100,000 	<ul style="list-style-type: none"> Single department impacted Less than 50% of users impacted 	<ul style="list-style-type: none"> Yes 	<ul style="list-style-type: none"> Update cardiology workflow to prioritize enzyme testing
<p>Non-Enterprise Technology Governance</p>	Routine Break/Fix	<ul style="list-style-type: none"> Analyst Lead Single IT Team 	<ul style="list-style-type: none"> Less than 100 IT hours 	<ul style="list-style-type: none"> No formal funding required 	<ul style="list-style-type: none"> Cannot be a new application Single department impacted Small number of users (i.e., less than 20) 	<ul style="list-style-type: none"> No 	<ul style="list-style-type: none"> Regular application enhancements Routine maintenance



Current Backlog of I&T Governance Decisions

The 2023 Service Management Board (SMB) Report included 4 areas of recommendations.

Today's decision:

- Audio Conferencing: SMB recommended that the Audio Conferencing service be placed in containment status, continuing to operate but not accepting new customers

Under review in the Enterprise Technology domain, targeted for I&T Executive Committee in March-June:

- Google Apps / Microsoft Office 365: SMB recommended that UW-IT reduce reliance on the UW Google service by working to increase departmental adoption of UW Office 365
- Husky TV: SMB recommended that UW-IT gather more data on student usage and content delivery preferences to determine if the Husky TV service is still necessary and useful
- U Drive: Recommend a review of the various storage offerings with an eye to simplifying and consolidating them for better user experience and reduced administrative cost



I&T Executive Committee Decision Process

For decisions on recommendations from domain governance groups:

- > Quorum is required (half or more of the members)
- > On each recommendation, a majority vote is required (50% +1)
 - Later, thresholds may be defined for larger decisions with more strategic/budget impact to require a "supermajority"
- > We'll take a roll call vote, recording each member's vote for the minutes
- > If the recommendation is about a technology service, the I&T Executive Committee is deciding on a UW recommendation to the CIO to execute
- > Later, thresholds will be defined for "smaller" decisions to be delegated to governance groups



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UW-IT Audio Conferencing Service Review



Review Process

- > 2023 Service Management Board recommendation:
 - Audio Conferencing: SMB recommended that the UW-IT Audio Conferencing service be placed in containment status, continuing to operate but not accepting new customers
- > UW-IT Service Owner presented additional information and options to I&T Governance Enterprise Technology domain group on February 22
- > Enterprise Technology group modified Option 1 and recommends it to the I&T Executive Committee (10 members in favor, 5 not present)
- > I&T Executive Committee is asked to review and endorse or modify the recommendation for action by the VP for UW-IT and CIO



Service Profile

The service is especially suitable for critical communications:

- Good candidate for business continuity/disaster recovery solutions
- Resilient design
- Available when there is limited (or no) Internet access (eg, for Teams or Zoom)
- Conference PIN is tied to the service not a person/user

The Audio Conferencing service is used by:

- Crisis Communications
- The URC
- UW-IT Network Operations
- Including several business continuity plans across the university
- Various departments still use this service on a regular basis

This is currently a self-sustaining subscription service.



Options Considered

Option 1: RECOMMENDED

Maintain the service for mission critical use cases

- Define new language in the service catalog explaining that most customers should use MS Teams and Zoom as their preferred choice
- Do more communication to campus on the service for the critical use cases and make sure it is not for general conference call use cases
- Onboarding a new subscriber is possible provided they fall into approved usage guidelines, determined by the Enterprise Technology Domain Board (TBD), i.e. Business Continuity, alternate solutions aren't readily available, etc.
- Evaluate service again in 2 years or sooner (get a report in 18 months for usage status)
- Develop plan for ending service that ensures crisis management support

Option 2:

On a date specified by the Enterprise Technology Domain Board, turn down the service

- Place language in the service catalog indicating this service is being turned down and no longer available for new subscriptions
- Communicate with existing subscribers, directing customers to use alternative service, i.e. Teams/Zoom



Reflections from the Review

- > Governance review redirected the purpose of the service
 - The service team learned more about actual use of the service
 - The governance recommendation focuses the purpose of the service
- > This is also an example of potential funding model changes
 - Some Enterprise Technology members suggested that once limited to its essential scope, this is a good candidate for a centrally funded service
- > Periodic governance review of long-lived services is essential to maintain their focus and relevance



Roll call vote

Member	Option 1: Maintain the service for mission critical use cases	Option 2: Turn down the service by a set date	Other or abstain
Andreas Bohman	x		
Lou Cariello	x		
Anind Dey			Not present for this vote
Sheila Edwards Lange	x		
Kristin Esterberg	x		
Mary Gresch	x		
Mindy Kornberg	x		
Fredrick Nafukho	x		
Simon Neame	x		
Mari Ostendorf			Not present for this vote
Phil Reid	x		
Brad Simmons			Not present for this vote
Denzil J. Suite			Not present for this vote
Joy Williamson-Lott	x		
Eric Neil	x		
Sarah Norris Hall	x		



AI Task Force Update



Purpose

The President and Provost have asked for guidance on the exploration and incorporation of Artificial Intelligence (AI), identifying new opportunities for AI, and aligning our expertise and resources to develop an institutional AI strategy.

- > Serve as a resource to the President and Provost on positioning of the efforts of the University on AI and strategic partnerships
- > Track changes and advise President and Provost on the changing AI landscape (e.g. governance/policy, public/private, technical changes, etc.)
- > Immediately recommend high-level permissive guidance on the use of AI tools and needed support
- > Highlight the current AI initiatives and coordinate the objectives and progress

Guiding Principles

- > The UW is a leader in AI (broadly defined). Our expertise in this area should be leveraged wherever possible.
 - > Responsible use of AI requires a basic understanding of AI.
 - > The incorporation of faculty, staff and students in this work is important and consistent with the UW's mission of knowledge creation and transfer.
 - > Seek collaborations and partnerships both within and external to the university to accelerate impact
- > Work in this area should be “vendor agnostic”; however, once specific initiatives are identified there may be alignment with vendor capabilities. UW-IT should play a central role in “vendor management” if and when advantages in vendor alignment are identified.
 - > Areas where the application of AI will clearly bring value should be pursued immediately.

Task Force Structure

Executive Committee

- Resource to the President and Provost on positioning of the efforts of the University on AI and strategic partnerships
- Tracks the changing AI landscape (e.g. governance/policy, public/private, technical changes, etc.)
- Advise President and Provost on AI governance
- Immediately recommend high-level permissive guidance on the use of AI tools and needed support
- Coordinates the objectives and progress of the working groups

Working Groups

Research

Student Services

Teaching and Learning

Infrastructure

Administration

Working Group Objectives

Establish Responsible use policies and governance of AI at the University

Establish AI literacy standards at the University

Define resources and timeline necessary to achieve proposed AI goals, near-term and longer-term

Identify opportunities to transform the University (and society) through the use of AI



2024-02-23 Executive Committee Update

- > Key points from the Executive Committee
 - Full support and acknowledgment on the importance of this work and the opportunities to help transform the University
 - We need to benchmark against other universities, leverage our internal expertise and external partnership to help inform and guide the Executive Committee and Working Groups
 - Given the speed advancements in AI we need to be agile and acknowledge the risk of establishing a strategy on a moving foundation
- > Suggested direction for the Working Groups
 - Initial focus should be on concrete initiatives that can be actioned in the next three months
 - Broad support from the Executive Committee Member to host quarterly townhalls for longer-term collaboration and cross-pollination
 - Working Groups will need space and opportunities to pilot new ideas quickly



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Hybrid meetings?



Hybrid meetings poll

Questions:

1. Are you interested in meeting in-person?
2. How often could you attend in-person (on Seattle Campus)?
3. What else should we know about your in-person meeting preferences?

Scan the QR or use link to join



<https://forms.office.com/r/LGnP9G6sE3?origin=IprLink>






Hybrid Meeting Poll Results

1. Are you interested in meeting in-person?

[More Details](#)






 Insights

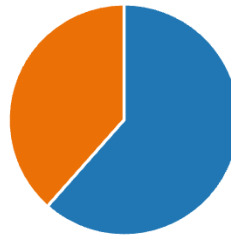
 Yes	9
 No	1
 Depends	3



2. How often could you attend in-person (on Seattle Campus)?

[More Details](#)

 Monthly	8
 Quarterly	5
 Twice a year	0
 Annually	0
 Never	0



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Thank You



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Appendices

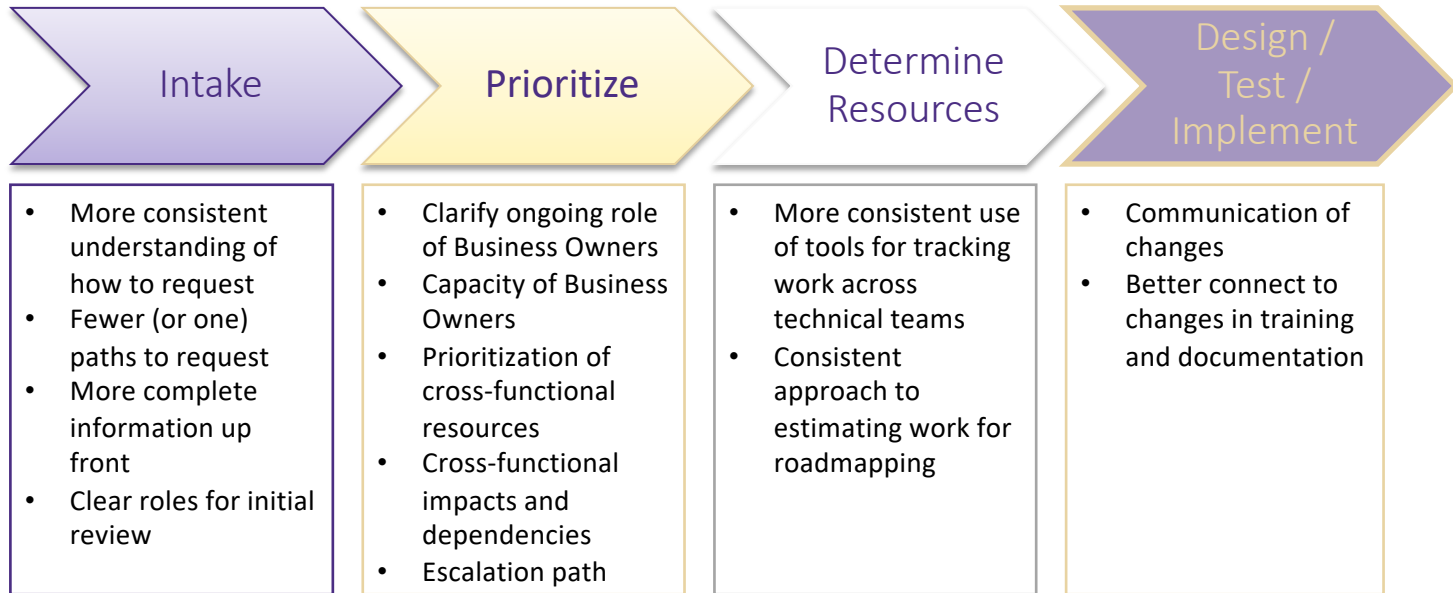


Appendix: Workday Coordination Services Additional Details



Process issues to work on (summarized)

Based on input about current pain points, we need to work together on:

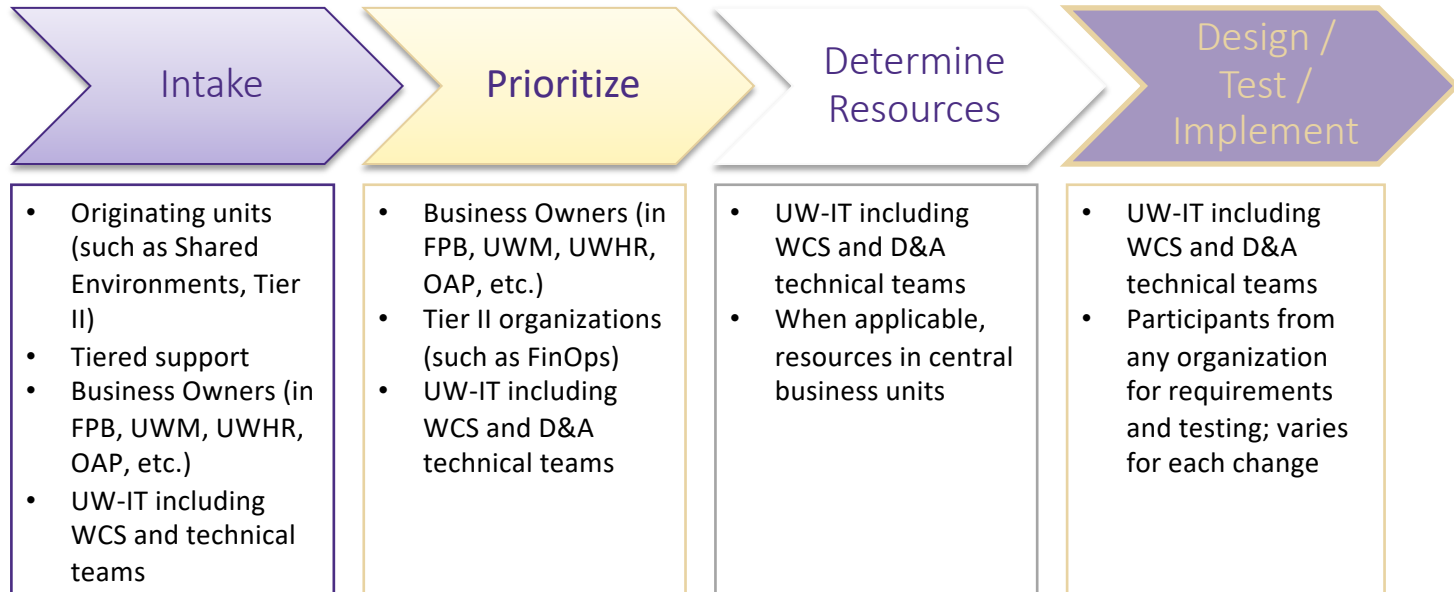


And in general:

- Clarity about what types of work are not in this scope, and how those get routed
- Better long term roadmapping of larger and recurring changes across quarters
- When & how to identify projects and put those through appropriate review
- Responsibility for planning and implementation of Workday updates

Organizations involved

Multiple Sustainment organizations have responsibilities across this process.



WCS coordination

