



## UNIVERSITY of WASHINGTON

FY2020 Annual Review Narrative Response for: **205 - IT**  
Programmatic and Academic Vitality

- 1) Please briefly describe your campus's annual internal budget development process. *Question Type: Free Text, Word Limit: 500, Required For: All Units*

The annual operating budget for UW-IT is \$101 M with operating revenue comprised of three major sources: UW central funding (GOF/DOF), the Technology Recharge Fee, and revenue from self-sustaining services. UW-IT's internal annual budget development process includes:

- Identifying key strategic goals for the upcoming fiscal year, with input from UW-IT senior leadership and the University's IT Governance Boards (the IT Strategy Board and IT Service Investment Board). We will also seek strategic direction from the Provost moving forward.
- Estimating Revenue
  - Developing the Technology Recharge Fee (TRF) rate for the next fiscal year is part of the TRF annual review process. This process is overseen by the IT Service Investment Board, with recommendations from the TRF Advisory Committee.
  - Estimating self-sustaining revenue in partnership with UW Management Accounting & Analysis to establish/update self-sustaining rates.
- Developing an annual UW-IT budget with a focus on maintaining operating resiliency, while identifying opportunities for incremental investments to support our strategic goals. Input is provided by:
  - Expenditure Review Committee, an internal budget team comprised of senior UW-IT leadership.
  - UW-IT Portfolio Review Board to identify potential projects for consideration, which require investments beyond existing staff effort. The Portfolio Review Board is an internal team comprised of senior UW-IT leadership and others, which oversees and prioritizes UW-IT projects.
  - UW-IT Service Review Board to identify opportunities for building capacity through business process improvements and by depreciating low value services. This is an internal team comprised of Portfolio Review Board members.
  - Opportunities for additional funding through Provost Reinvestment Funds and partnerships with other academic or administrative units. By using a disciplined and collaborative budget process, UW-IT has consistently maintained a balanced budget. UW-IT maintains an emergency reserve to allow it to respond to unexpected situations

- 2) What are 3-5 key elements of your campus's current strategic plan? *Question Type: Free Text, Word Limit: 500, Required For: All Units*

UW-IT Mission: Through partnerships, we leverage technology and expertise to drive transformation, support innovation and research, enhance student success and enable students, faculty and staff to do their best work. UW-IT Vision: We strive to deliver world-class IT that advances the UW's primary mission of preservation, advancement, and dissemination of knowledge; to ensure convenient and reliable information technology services; and to be a trusted sought-after partner passionate about using IT to improve the University for the greater good. Strategic Focus:

#### Advancing a Data-Driven Environment

The UW has entered an era that is data-driven, where information is at the core of the University's work and IT's ability to deliver services. UW-IT will be a leader in developing University-wide data strategy and serving the UW's data needs through effective, forward-looking data services.

#### Managing Risk

The UW is challenged by an increasingly complex risk environment, with growth in both information security threats and IT-related regulatory requirements. This poses financial, legal and reputational risks for the University. UW-IT will be a key partner in managing and mitigating institutional risks through IT solutions and expert consulting.



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### Creating Capacity

Within an environment of increasingly constrained resources, rising demand for IT services, and major modernization initiatives underway, UW-IT must find creative ways to meet the University's growing IT needs with limited resources. UW-IT will play a key role in helping the University become more efficient, and will use its resources more effectively to free up capacity for new initiatives.

### Modernize Information & Business Systems

As the UW continues on a path to modernize its enterprise-wide administrative systems and business processes, UW-IT will be a committed partner to help support UW Finance Transformation in modernizing the UW's finance business processes, policies, and systems. UW-IT will play a key role in integrating Workday Financials into remaining systems and integrating new data into business intelligence and analytics services.

UW-IT works closely with a wide variety of partners across the University to shape the ways in which technology is used to support the student experience. UW-IT is focusing on improvements to many of the systems that support the student experience, while also preparing the UW for a major modernization of the underlying student information systems. This work involves mapping and analyzing the processes and systems in use today across the institution.

- 3) What major obstacles or institutional barriers currently do, or likely will, hinder execution of your strategic plan? What are you doing to address these challenges? *Question Type: Free Text, Word Limit: 500, Required For: All Units*

- Impact of Enterprise Resource Planning initiatives (ERP): UW-IT is supporting major ERP initiatives, including UW Finance Transformation and UW Physicians and Northwest Hospital adoption of Workday for HR and payroll functions. UW-IT is redeploying significant resources from other projects in order to ensure the success of these programs. This places significant constraints on UW-IT's ability to invest in and advance other important IT strategies for the University. UW-IT is partnering with the Executive Sponsors for UW Finance Transformation and with UW Medicine to seek resources needed to ensure the success of these critical projects.

- Data Security & Privacy: The UW faces significant, ongoing data security and privacy threats, including data breaches, intellectual property theft by cyber-espionage, disruptive denial of service attacks, ransomware, malicious cyber-attacks by hackers, and targeted phishing campaigns against students, faculty, and staff. UW-IT's Office of the Chief Information Security Officer (CISO) continues to lead efforts to mitigate the related risks. The CISO office provides skilled incident response, including investigations and related cyber-forensics. It also produces cyber-intelligence and risk reports to help UW units analyze and forecast threats to information security. In addition, the CISO office researches applicable information security-related laws, provides timely education and outreach programs, offers consulting services for business units and departments, and manages policies and related risk management strategies for UW's institutional information assets.

- Data Maturity: In general, low data fluency among UW data consumers constrains UW-IT's ability to effectively deliver data and limits the campus' ability to fully leverage the full spectrum of data available. UW-IT actively mitigates this risk by providing training, education and communication on data and tools to the campus. The team delivers in-person classes, on-demand online training, user groups, office hours to name a few examples. We also broker the Tableau licenses for campus users as you know, making them available more cost effectively than individual units could buy them.

- Competitive Salaries/Market: UW-IT continues to face a highly competitive market for IT professionals, and our ability to retain and recruit quality staff remains a constant challenge. UW-IT utilizes a Total Talent Management approach to address recruitment and retention challenges. This approach is covered in more detail in another section of our Annual Review narrative.

- 4) Over the next year, could any of your planned strategic activities result in material changes to revenues or expenditures, faculty or staff workload, or the student experience within your campus and/or another unit/campus? *Question Type: Free Text, Word Limit: 500, Required For: All Units*



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Yes, our planned strategic activities include initiatives that increase efficiencies and reduce risk throughout the University. These initiatives, organized by UW-IT's seven strategic goals listed below, are budgeted within our existing resources.

### UW-IT's Seven Strategic Goals

- Enable Innovative Teaching & Learning.
- Support World Class Research.
- Provide Access to Excellent Infrastructure.
- Modernize Information & Business Systems.
- Enhance Collaboration.
- Reduce Enterprise Risk.
- Advance Operational Excellence. As highlighted in other sections of our Annual Review narrative, our role in supporting UW Finance Transformation is the one risk area that might adversely impact our planned strategic activities.

5) What is your unit doing to effectively use resources in a way that benefits your campus and/or other units/campuses? *Question Type: Free Text, Word Limit: 500, Required For: UWB, UWT, UWS Administrative Units*

UW Information Technology uses its resources to enhance the student experience; advance innovation and research; support the UW's core administrative operations; and provide convenient and reliable information technology infrastructure and services for students, faculty and staff. UW-IT supports all three campuses, UW Medical Centers and global research operations. Highlights of some of our accomplishments: <https://www.washington.edu/uwit/partnerships-2018/> And our future initiatives: <https://www.washington.edu/uwit/partnerships-2018/moving-forward/>

### Teaching & Learning

- Help students get into high-demand classes through MyUW Course Dashboard.
- Improve accessibility of course materials in UW's Canvas learning management system with Ally.
- Enhance teaching and learning with advanced analytics to better support student and instructor success using the Learning Records store.
- Map course prerequisites with Course Prerequisite Map tool – allows students to view prerequisites, discover other courses and programs that are related to a course, and chart the most direct degree paths.
- Make learning more accessible with Access CyberLearning program – fosters partnerships between researchers, technology developers and instructors to design accessible learning technologies and teaching strategies. Support World Class Research - Provide expanded access to public cloud computing platforms – Amazon Web Services, Microsoft Azure, and Google Cloud Platform.
- Expand on-premise high performance computing (Hyak) and high-capacity storage (lolo).
- Enhance research computing consulting by integrating research services for cloud computing, data science methods, and high performance computing (HPC). Consulting services provide the expertise researchers need to choose the best research computing options, and assist with grant writing, training on use of cloud and HPC tools, development of cloud-based and HPC solutions, as well as data management and publication.

### Modernize Information & Business Systems

- Support UW Finance Transformation.
- Support Northwest Hospital and UW Physicians adoption of Workday.



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- Enhance Knowledge Navigator.
- Enhance enrollment management data and analytics by adding admissions data to the Enterprise Data Warehouse and UW Profiles.
- Expand the UW Curriculum Management system to iteratively support the program management processes and to modernize production of the general course catalog on all three campuses.
- Improve financial aid by modernizing the core systems and processes that enable budgeting and packaging of student financial aid awards.

### **Provide Access to Excellent Infrastructure**

- Update the UW's telecommunications core.
- Upgrade Wi-Fi infrastructure.
- Implement a new system to block spam calls.

### **Enhance Collaboration**

- Support IT collaboration and professional development.
- Improve the effectiveness of IT governance.
- Ensure high performance connectivity for the State's K-20 schools, colleges and libraries through enhancements to the State's K-20 Network.

### **Reduce Enterprise Risk**

- Modernize global research and education networking.
- Enhance network security.
- Upgrade the tool for UW crisis communication.
- Promote IT security through a University-wide IT Security Advocates program.
- Enhance emergency preparedness and business continuity within UW-IT, the three campuses and UW Medicine.

### **Advance Operational Excellence**

- Improve the customer experience for system interruptions and service status.
- Enhance UW-IT's Service Catalog.
- Use UW Connect Service Management metrics tools to measure the quality of UW-IT's service delivery; develop improvement plans.

6) What are you doing to improve the experience and outcomes of students on your campus? What could the University do to support your efforts? *Question Type: Free Text, Word Limit: 500, Required For: UWB, UWT, UWS Academic Units, UAA, Graduate School*

Not Applicable