



# UNIVERSITY of WASHINGTON

FY2021 Annual Review Narrative Survey

**Unit Name:** [UW Information Technology]

## Programmatic & Academic Vitality Narratives

- 1) Have you made any changes to your unit's annual budget development process from the response provided last year? If yes, please briefly describe the changes you've made to your unit's annual internal budget development process. If no, please answer with a simple, "no changes."**

The annual operating budget for UW Information Technology (UW-IT) is \$108M, with operating revenue comprised of three major sources: UW central funding (GOF/DOF), the Technology Recharge Fee, and revenue from self-sustaining services.

Our annual budget development process has not changed from last year.

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 (IT Strategy Board and IT Service Investment Board).
- 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 the University's strategic goals. Input is provided by:
  - Expenditure Review Committee: Internal budget team comprised of UW-IT senior leadership.
  - UW-IT Portfolio Review Board: Internal team comprised of UW-IT senior leadership and others, which oversees and prioritizes UW-IT projects. This team identifies potential projects for consideration that require investments beyond existing staff effort.
  - UW-IT Service Review Board: An internal team comprised of Portfolio Review Board members. This team identifies opportunities for building capacity through business process improvements and by deprecating low value services.
  - Recommendations by the IT Governance Boards and University leadership
  - 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 respond to major unexpected expenditures.



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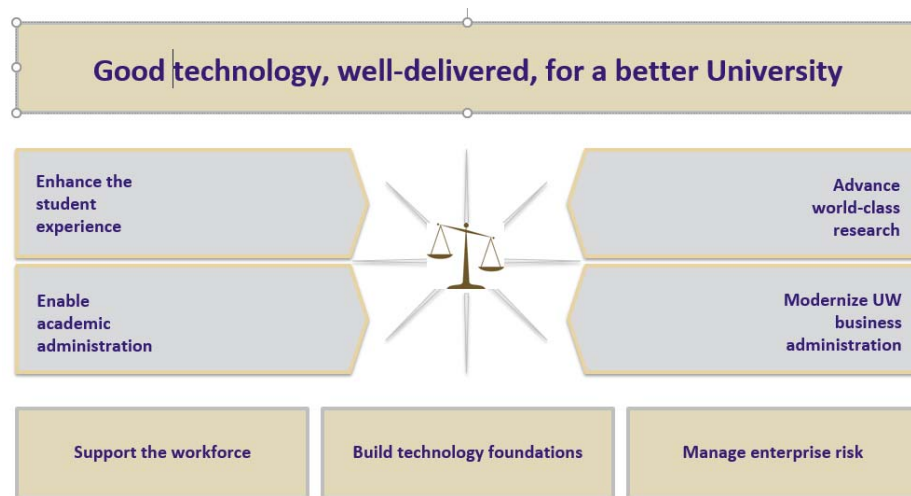
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2) Have you made any changes to your unit’s strategic plan in the past year? If yes, what are 3-5 key elements of your unit’s new/revised strategic plan? If no, please comment on the progress you’ve made in 3-5 key areas of your strategic plan.

UW-IT developed an updated strategic plan framework to better link our operations and investments to the University’s academic mission and priorities. This framework challenges us to focus on the impact that our work, and technology more broadly, has on building a better University and helping better serve our students and the state of Washington. This strategic framework includes three components:

- A “north star” that describes the impact we strive to achieve.
- Four mission-driven areas of contribution. We must balance our work across these areas.
- A foundation for execution that we must continue to build and secure.



We orient around a simple phrase as our “north star”: **Good technology, well-delivered, for a better University.** Our strategy is founded on the belief that information technology, well-conceived, designed, and delivered, is a powerful force for enhancing access and excellence at the University. It recognizes that UW-IT is in a unique position to support the University from an enterprise perspective, and that one of our key roles is to provide strong institutional IT leadership across the UW. It also acknowledges that, given our institutional challenges and core needs, we must prioritize investments and service levels that are appropriate for the academic priorities and mission. This statement also reflects our investment philosophy – we seek to invest in good, well-architected technology, deliver sustainable, well-executed services, and advance the University’s academic mission.

Our strategic framework helps us appropriately balance our work across four components of the academy, described below with some high-level examples:

- **Enhancing the student experience** by improving both student administration, (e.g. partnering with other key units to better use technology to advance our strategic enrollment management goals), and instruction (e.g. investing in technologies needed to support data science education for the social sciences, arts, humanities, and other domains at scale).
- **Advancing world class research** by supporting UW researchers in their work, including research computing, research applications support, research data management, and providing integrated



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consulting and service support for both cloud-based and on-premise high-end computing to enable discovery.

- **Enabling academic administration** by providing advice to academic and administrative departments as they invest in technologies that are appropriate for improving faculty administrative work in their respective domains. We also work in partnership with them to provide appropriate oversight of technology projects, as required by state law.
- **Modernizing UW business administration** by prioritizing our support for UW Financial Transformation by developing a comprehensive program approach and advancing other needs through data, analytics, and integrations, as feasible.

While investments in these areas will not be equal, they must be balanced because technology plays a critical role in each. We are currently reviewing the strategies in each of these areas with our governance committees.

Finally, our strategy recognizes that we need to secure a strong foundation in order to execute well. This component of the strategy is organized around **supporting the workforce, building technology foundations, and managing enterprise risk.**

**3) What major obstacles or institutional barriers currently do, or will, hinder execution of your strategic plan? What are you doing to address these challenges? If no changes from your response to either component of this question from last year, please answer “no changes”:**

- **Impact of UW Finance Transformation:** UW-IT is redeploying significant resources from other projects to support the success of UWFT. This places significant constraints on UW-IT’s ability to invest in and advance other important IT strategies for the University.
- **Data Security and Privacy:** The UW faces significant, ongoing data security, privacy threats, and targeted phishing campaigns. UW-IT’s Office of the Chief Information Security Officer provides incident response, including investigations and related cyber-forensics; cyber-intelligence and risk reports to help UW units analyze and forecast threats to information security; timely education and outreach programs; consulting services for business units / departments, and manages policies and related risk management strategies for UW’s institutional information assets. For FY20, we received \$500,000 from the Provost Reinvestment Funds (match of \$200,000 from UW-IT) to help address these increasing risks.
- **Data Maturity:** Low data fluency among UW data consumers constrains UW-IT’s ability to effectively deliver data, and limits the University’s 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 – delivers in-person classes, on-demand online training, and support for user groups. We also broker Tableau licenses for University users, making them available at a lower cost than individual units could negotiate on their own.
- **Competitive Salaries/Market:** UW-IT faces a highly competitive market for IT professionals, and our ability to retain and recruit quality staff remains a constant challenge. UW-IT uses a Total Talent Management approach to address recruitment and retention challenges.



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- 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 unit/campus and/or another unit/campus?**

As highlighted in other sections of our Annual Review narrative, our role in supporting UW Finance Transformation is the one major risk area that will adversely impact our planned strategic activities.

- 5) What is your unit doing to effectively use or redeploy resources in a way that benefits your unit/campus and/or other units/campuses?**

UW-IT uses its resources to enhance the student experience; advance innovation and research; support the UW's core administrative operations; and provide convenient, reliable information technology infrastructure and services for the UW community. UW-IT supports all three campuses, UW Medical Centers and global research operations.

Highlights of some of our initiatives:

<https://www.washington.edu/uwit/partnerships-2019/>

<https://www.washington.edu/uwit/partnerships-2019/highlights/>

<https://www.washington.edu/uwit/partnerships-2019/moving-forward/>

## **Enhance the student experience**

- Enable students to easily track course prerequisites with new Prereq Map tool.
- Help students make informed decisions about pathways to their majors with new Beaten Paths tool for advisors.
- Bring data science into the classroom by partnering with UW faculty to integrate data-enabled research tools and technologies into their courses.
- Cultivate inclusive community by partnering with the University Registrar to integrate pronouns into class rosters.
- Develop new tools to support incoming class selection, advancing our strategic enrollment management capabilities, in partnership with Admissions, Planning and Budgeting, and Academic and Student Affairs
- Streamline admissions process for transfer and post-baccalaureate students.
- Enable students to search courses by number of credits or instructor with MyPlan enhancements.
- Improve accessibility of course materials by integrating Ally into the Canvas learning management system.
- Promote use of accessible IT through UW-IT's Accessible Technology Services, ensuring IT resources are accessible to people of all abilities.

## **Advance world-class research**

- Enhance the UW's Hyak supercomputer, with machine learning, artificial intelligence, and by doubling the speed of its internal network, to keep up with growing big data demands.
- Support the UW Data Collaborative, which fosters collaboration by expanding use of restricted but high-quality data to more researchers, in a secure environment.
- Simplify cloud access for computer science research and education by collaborating with several universities on CloudBank, a suite of managed services funded by \$5 million NSF grant.



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## **Modernize UW business administration**

- Support Finance Transformation.
- Streamline admissions processes with near real-time processing, data visualizations, etc., by developing an automated system with the Admissions office.
- Enhance academic-related data with new tools and features.
- Enable users to answer new, more detailed admissions questions, including at the departmental-level, with consolidated undergraduate and graduate admissions reporting.
- Provide a catalog of searchable Workday reports in Knowledge Navigator.

## **Support the workforce**

- Support collaboration and professional development for University IT staff through a Leadership Development program, annual TechConnect Conference, and more.
- Significantly reduce the cost of popular software by simplifying business processes.
- Make finding IT services and resources easier with major improvements to UW-IT's Service Catalog and IT Connect website.

## **Build technology foundations**

- Expand outdoor Wi-Fi coverage throughout UW Seattle.
- Improve cellular coverage inside UW buildings with distributed antenna systems.
- Reduce spam emails with an additional layer of email scanning.
- Modernize global research and education networking infrastructure, in partnership with Pacific Northwest Gigapop.

## **Manage enterprise risk**

- Expand use of two-factor authentication to more systems and data accessed via the web.
- Help units manage vendor risk with new Vendor Risk Management consulting service.
- Partner with UW Facilities to develop new Internet of Things risk management program.
- Collaborate with the three campuses and UW Medicine to enhance emergency preparedness and business continuity.

## **6) For UW student facing units, what are you doing to improve the experience and outcomes of students on your campus or in your unit? What could the University do to support your efforts?**

Please see the response to the previous question to learn more about UW-IT's initiatives that support teaching and learning on UW campuses.