AGENDA

> Call to order
  – TRF approval

> Transformative IT
  – Digital Transformation in Higher Education
  – Teaching and Learning Strategy and Initiatives
    > Positioning for student system replacement

> IT Project Portfolio Executive Review

> Wrap up
  – 2/26 Strategy Board recap
TRF Approval
FY 2020 Technology Recharge Fee

> No increase to overall funding to UW-IT
  – Modest change to each rate based on cost allocation by service

> Maintain fundamental cost allocation methodology used for prior TRF

<table>
<thead>
<tr>
<th>TRF Monthly Rate</th>
<th>FY19</th>
<th>FY20</th>
<th>$ Increase</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Med Center Employee*</td>
<td>$52.20</td>
<td>$51.75</td>
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<td>-0.8%</td>
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<tr>
<td>Campus(s) Employee Admin/Academic</td>
<td>$57.28</td>
<td>$57.53</td>
<td>$.25</td>
<td>0.4%</td>
</tr>
</tbody>
</table>

*Excluded from GOF/DOF Subsidy; Medical Centers Network & Telecom billed separately. Effective Medical Center rate ~$85.00
Transformative IT
Digital Transformation

Jim Phelps
Director of Enterprise Architecture and Strategy, UW-IT
Phases of a Transformation

Phase 1: Refine
Phase 2: Disrupt
Phase 3: Transform

From: Chris Eagle, U-Michigan, Itana Face2Face 2017, EDUCAUSE Annual
Replacing old with new

Evolution of the Desk

From: EDUCAUSE 2017 Annual Conference Panel on the Future of IT Workforce
Phases of a Transformation

Phase 1
Refine

Phase 2
Disrupt

Phase 3
Transform
Waymo's self-driving cars are racking up miles faster than ever

Sean O’Kane

The Verge, May 10, 2017
IBM's AI can predict schizophrenia by looking at the brain's blood flow
The Apple Watch can accurately detect hypertension and sleep apnea, a new study suggests

Posted Nov 13, 2017 by Sarah Buhr (@sarahbuhr)

Cardiogram and UCSF previously demonstrated the ability for the Apple Watch to detect abnormal heart rhythm with a 97 percent accuracy.

.... can detect sleep apnea with a 90 percent accuracy and hypertension with an 82 percent accuracy.
Phases of a Transformation

Phase 1: Refine
Phase 2: Disrupt
Phase 3: Transform
MOST COMMON JOB
If a job was in the 5 most common for a state out of a possible 569, it appears here. Each unique job gets a map. Jobs were sorted by most national to most state-specific from top to bottom.

BY FlowingData, http://flowingdata.com
Digital Transformation on the Cusp

YOU ARE HERE

Phase 1
Refine

Phase 2
Disrupt

Phase 3
Transform
● Build **adaptability** in every aspect of our organization.

● Actively **manage the health of organization** as disruption rolls through families and towns.
Context:
Income Challenges in the US
A grim future for workers who don't learn new skills

Almost 1 million Americans will see their occupations vanish entirely by 2026

Without new skills...41% will have minuscule or no chance of finding other work
How Americans pay for unexpected expenses

How would you deal with a major unexpected expense, such as $1,000 for an emergency room visit or car repair?

- Pay the costs from your savings: 39%
- Finance with credit card, pay off over time: 19%
- Reduce your spending on other things: 13%
- Borrow from family or friends: 12%
- Take out a personal loan: 5%

61% of Households would need to borrow or cut back to pay for a $1,000 emergency expense.

CNBC - Only 39% of Americans have enough savings to cover a $1,000 emergency expense.
Selected US Consumer Goods and Services, and Wages

Source: BLS
Students are Homeless and Hungry

Study: Wisconsin Hope Lab – 43,000 students at 66 institutions
Student Loan Debt

($1,569,300,000,000)
Challenges the assumption that students will be able (or willing) to leave the workforce for 4 to 6 years to get an education.

Raises the importance of adult / on-going education.
• Create more **graceful entry and exit** points for students

• Leverage **digital design and technology** to make sure the student receives the best, most efficient experience

• Drive down administrative costs through **automation**, autonomous systems, etc.
Digital transformation is the change associated with the application of digital design & technologies to all aspects of human society.
Design

Customer Experience Design

Hyper-Personalization

Technologies

Artificial Intelligence

Big Data
Customer / User Experience is Core

Where can we delight our customers?

Where is there pain in their life that we can fix?

How do we deliver an easy, intuitive interface?

How do constantly adjust and improve the experience?

What is this users context?

How do predict what they need and put it at their fingertip?

Customer Experience Design

Hyper-Personalization
Customer / User Experience is Core

Highly matrixed organization focused on delivering seamless digital experiences.
At our peers
Continuous Improvement at IT Services Jul17-Sep18

- **Black Belt**
  - 4 Projects
  - $1.3M

- **Green Belt**
  - 17 Projects
  - $1.4M

- **Continuous Improvements**
  - 76 Problem/opportunities
  - 154 improvements
  - 45 Service Owners
  - 60 Service lines

- **Personal Improvements**
  - 19k logged staff hours for streamlining
  - 20 improvement ideas submitted

- **Lean Six Sigma Yellow Belt Foundation**
  - 398 staff yellow belt trained
  - 58 partners yellow belt trained
  - 450 Process Palooza attendees
  - 50+ campus improvements
  - 129 community members
  - 12 Lean Bench members

Total $2.7M savings includes:
- 3 Staff reallocation
- 27,000+ hours savings
- $40k increased revenue
BRM For All:
Coaching for Increased Competency in Relationship Building

CSG Winter Meeting
January 25, 2019
Team assigned to each org.

HR
Enrollment Management
Advancement
Research Administration
School/College Administration (Eng, A&S)
Strategic Relations
Student Affairs
Faculty Affairs
Libraries (soon)
Customer / User Experience is Core

Highly matrixed organization focused on delivering seamless digital experiences.
Shifting Skills
Scott Lever - Gartner Analyst

“Nearly **80% of CIO’s and IT leaders** project that the skill and knowledge their organization will need in **10 years** have **little resemblance to the skills and knowledge** they have today.”

From: EDUCAUSE 2017 Annual Conference Panel on the Future of IT Workforce
Impacts on how we work

Navigate the Change
Impacts on how we work

Navigate the Change

Shifting Expectations and Relationships
Impacts on how we work

Navigate the Change

Shifting Expectations and Relationships

New skills for the same work
● Create a **Strategic Investment Fund** and a **Strategic Workforce Development Center** that focuses on continuous development and alignment

● Create a **continuous learning and improvement culture** among all staff
Design

Customer Experience Design

Technologies

Hyper-Personalization

BIG DATA
● Build **digital platforms** that are adaptable to meet the future challenges and changes as society transforms.

● Drive down administrative costs using **digital capabilities** like automation and hyper-personalization.

● Leverage **digital design & technologies** to build the best, and most efficient experience for students, researchers, instructors, and staff.

● Create a **Strategic Workforce Development Center and fund**.
**Dynamo**

Tim Harford tells the big story behind the way dynamos made electricity useful.

Available now

⏰ 9 minutes
QUESTIONS
Teaching and Learning Strategy and Initiatives

Erik Hofer
Associate Vice President for Academic Services, UW-IT
Positioning for a replacement of UW Student Systems
Background (1)

The student systems landscape at the UW is complex.

UW-IT runs a robust and reliable student information systems infrastructure that has been developed in-house over several decades to meet the specific needs of the University. While this system serves many of our enterprise-wide needs well, it is large, complex, and major changes require major investment.

A large number of supplemental systems in the colleges, schools, programs, and in other administrative units run other mission-critical workflows, often through close coordination with the enterprise student system.
This approach has served the University well, but we must have the discipline to examine whether this approach can continue to meet our needs in the future, amidst a set of challenges and opportunities.
Challenges and Approach
The education landscape will continue to evolve considerably over the next decade. The student body will change due to underlying demographic changes, contributing to new challenges in recruitment, retention, and student life. Academic programs will continue to innovate to meet the needs of both residential and “60-year degree” students.
The higher education Student Information System market is closely linked to the Enterprise Resource Planning market. A clear winner has not yet emerged, and the marketplace for Software as a Service supplemental systems is booming.

Much excitement about Machine Learning/Artificial Intelligence, but unclear how that influences underlying data architectures.

- Design an application architecture aligned to your business requirements by shaping a postmodern ERP strategy that considers an eventual migration to the cloud and the advantages conveyed via SaaS models like normalized spending and increased agility.
- Review your vendor roadmap to determine if future improvements will enhance, optimize and transform the institution. Use the results to form a plan to replace or renovate the entire SIS, or change out individual components that will deliver positive impact with minimal disruption.

Gartner Market Guide for Higher Education Student Information Systems

Published 16 April 2018 - ID 000029223 - 23 min read

SIS replacement is evolving slowly, although customer interest and vendor investment in new offerings are growing. SIS transactions are complex and can be impacted by changing business models, limited resources or cautious leadership. CIOs can use this research to make choices in the evolving market.
The UW is, and will continue to be, a highly decentralized place. Our decentralization is one of our greatest strengths, but presents a challenge in finding the right balance between the ability to innovate and the efficiency that can come with centralized processes.

An ecosystem of technologies and service providers will continue to enable the student experience, but what this looks like now and in the future is poorly understood.
The current student systems ecosystem is funded through a variety of mechanisms. Many required activities do not have a clear, long-term funding mechanism associated with them.
Questions for discussion
A single system that meets all of our needs might emerge from the marketplace, but we think this is unlikely. How can we establish a sustainable funding model that facilitates the implementation of the right collection of systems in a coordinated manner?
How might we implement a funding model that empowers us to work on the right capabilities to support emerging opportunities?
How might we design a funding model that supports our decentralized nature instead of fighting it? How might we use a student experience funding model to incentivize a University-wide, tri-campus perspective?
QUESTIONS
IT Project Portfolio Executive Review

Erik Lundberg
Assistant Vice President, Research Computing & Strategy, UW-IT
## UW ENTERPRISE IT PROJECTS

### Project Portfolio Executive Summary - Dec 31, 2018

<table>
<thead>
<tr>
<th>Project</th>
<th>Sponsor</th>
<th>Oversight Level</th>
<th>Overall Risk *** &amp; Project Health **</th>
<th>Budget Rating</th>
<th>Schedule Rating</th>
<th>Scope Rating</th>
<th>Resource Rating</th>
<th>Issues Rating</th>
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<td>Destination: One (was: Clinical Transformation Program)</td>
<td>Carlos Pellegrini</td>
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<td>Julie Brown Dan Peterson</td>
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<td>Pharmacy Inventory Management System</td>
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<td>Transportation System Improvement Project</td>
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### Completed

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<tr>
<th>Project</th>
<th>Sponsor</th>
<th>Oversight Level</th>
<th>Go Live Date</th>
<th>Project Completion Date</th>
<th>Total Project Cost ($K)</th>
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<td>Burke Museum CRM</td>
<td>Julie Stein</td>
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<td>Continuum College CRM</td>
<td>Marlon Buchanan</td>
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QUESTIONS
Wrap Up
2/26 Strategy Board Recap
QUESTIONS AND DISCUSSION