IT STRATEGY BOARD
April 26, 2019
AGENDA

> Call to order
  – IT Service Investment Board update

> UW Finance Transformation update

> UW Data Governance Structure
  – Summary of feedback and evaluation

> Aligning IT

> IT Project Portfolio Executive Review

> Wrap up
IT Service Investment Board Update
UW Finance Transformation Update

Ed Loftus
Assistant Vice President for Finance Transformation
PROGRESS OF UWFT OVER PHASES – THE JOURNEY

Since the Roadmap for Administrative Systems Modernization in 2008, UW has been on a path towards Financial Transformation, which each stepping stone building on the last Roadmap for Administrative System Modernization.

- **Finance Systems Needs Assessment**
  - ARIBA Extension
  - HRP Modernization
  - Initial Hackett Benchmarking (Procurement)

- **Finance Systems Strategy and Readiness**
  - Visioning Workshop
  - ERP Sourcing Strategy – Maturity Model Workshops
  - Gartner Assessment
  - HCM Workday Go-Live
  - Workday Selected for Finance

- **2014-2017**
  - Benchmarking and Data Gathering (Finance, Procurement & Supply Chain)
  - Operating Model Design
  - Foundation Data Model and Prototyping

- **Present**
  - System Configuration
  - Data Conversion
  - Integration and Reports Development
  - Testing
  - Training
  - Cut-over
  - Support

**Finance Transformation “Go Live”**
UW has made a decision to target a 3, and 4 where possible for the degree of transformation for the UWFT program, meaning there will be transformation of business processes as well as consolidation of services.
THE ADOPTION OF A DESIGN PHASE

> The Provost and President approved moving into a 6-month Design Phase prior to implementation

> The decision to include a Design Phase is a natural outcome of the Readiness process, which remains on track to conclude at the end of June 2019

> This will better enable us to build the right plan to achieve our target level of transformation as it allows for:

  – Further definition of future state business processes and refinement of future state IT architecture based on business design
  – A resource plan that is better aligned with other major program timelines in collaboration with IT, UW Medicine and the ISC
  – Additional time and access for prototyping, improving policies and processes and focus on the operating model, and unit readiness/engagement
CONCEPTUAL OPERATING MODEL - GUIDANCE FROM SPONSORS

We will use the following set of guidelines when defining the future state Operating Model for the University of Washington.

<table>
<thead>
<tr>
<th>Operating Model Guidelines</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Business Requirements</strong></td>
</tr>
<tr>
<td>▪ Strive to design common Policies, Processes and an Efficient Operating Model <strong>WHILE</strong> ensuring critical business requirements are met</td>
</tr>
<tr>
<td><strong>Customer Service</strong></td>
</tr>
<tr>
<td>▪ Provide high quality customer service that is as good as or better than what we have today</td>
</tr>
<tr>
<td>▪ Need to keep in mind the full spectrum of customers</td>
</tr>
<tr>
<td><strong>Degree of Transformation</strong></td>
</tr>
<tr>
<td>▪ Strive to achieve the highest degree of transformation* by establishing standard Policies and Processes enabled by a Cloud based ERP and Operating Model</td>
</tr>
<tr>
<td><strong>Future-Oriented</strong></td>
</tr>
<tr>
<td>▪ Design the Operating Model to be flexible and to support achievement of future strategic goals</td>
</tr>
<tr>
<td><strong>Benefit Realization</strong></td>
</tr>
<tr>
<td>▪ Savings and other productivity gains derived from this transformation are expected</td>
</tr>
</tbody>
</table>

* Transformation refers to automation and consolidation of services. This includes a high degree of transformation with a leading operating model structure irrespective of ERP.
FOUNDATION DATA MODEL (FDM) UPDATE – THE WORKDAY FDM BLUEPRINT

1. Understand delivered Workday FDM dimensions and definitions.

2. Identify future state FDM dimensions to facilitate financial and operational reporting across the Enterprise.

3. Demonstrate Workday delivered reports and dashboards in the AMU tenant with the new data structure.

4. Establish a flexible data model capable of meeting both current and anticipated business needs across the Enterprise to set the platform of operating in a digital world.
The Workday FDM Blueprint serves as a living document during the UWFT Program and is intended to be updated throughout the course of the deployment and will transition to the FDM production governance structure post go-live.

**WORKDAY FDM BLUEPRINT ACTIVITIES**

**Readiness**
- Discovery Workshops
  - Engage with Unit Leaders and Refine Data Model

**Design**
- FDM Design Team analyzing requirements and feedback based on meetings, workshops, and prototyping activities
- Refine Data Model, Translation Rules, and Definitions based on Prototyping Activities
  - FDM Blueprint
  - Governance
  - Translation Rules Engine
  - Legacy Dimension
  - Workday Dimension
  - Input from Units

**Implementation**
- Financials Go Live
  - FDM Blueprint
  - Translation Tool
  - Feedback

- Understand Finance Current State
- Identify FDM impacts to HRP (part of HRP remediation work)
MAJOR PROGRAM ALIGNMENT

> Several large scale programs are underway at the same time and will be reliant on the same key resources to provide institutional knowledge and functional area expertise.

<table>
<thead>
<tr>
<th>2019</th>
<th>2020</th>
</tr>
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<tbody>
<tr>
<td>UWFT</td>
<td>Readiness</td>
</tr>
</tbody>
</table>

**NWH**
- Finance & Accounting Integration
- Supply Chain Integration
- NWH Payer and Purchasing Contracts
- Technology Changes
- HRP Changes

**Stabilization**

**D1**
- Build
- Test
- Training & Go Live
- Stabilization

**ISC**
- Merit 2020 Application Management
- Other Projects

**> Approach**
- Program management meetings to identify cross program dependencies and touch points as well as more precise resource constraints
- Leverage leadership to help prioritize and make trade off decisions
UW Data Governance Structure

Anja Canfield-Budde
Associate Vice President, Information Management
Provost’s Charge to Data Task Force

The Data Governance Task Force was formed in 2017, and was charged by then Provost Jerry Baldasty with:

> Summarize past experience and present concerns across the UW
> Recommend that the DMC remain, be modified, or be replaced
> If a new model is recommended, address: data needs, policy needs, impact, value and risk of data, compliance, and accountability
> Recommend membership criteria and potential members
> Show how the model aligns with relevant existing governance
Data Task Force Members

> Aaron Powell, Chief Information Officer, UW-IT (co-Chair)
> Philip Reid, Vice Provost Academic and Student Affairs (co-Chair)
> Anja Canfield-Budde, Associate Vice President, UW-IT
> Russell Cannon, Director of Institutional Research, UW Bothell - later represented by Adrian Sinkler, Senior Institutional Research Analyst, UW Bothell
> Colleen Carmean, Director of Institutional Research, UW Tacoma - later represented by Alice Few, Institutional Analyst, UW Tacoma
> Elizabeth Cherry, Associate Vice Provost, Compliance and Risk Services - later represented by David Anderson, Executive Director, Office of the Provost
> Liz Coveney, Associate Vice President, Human Resources Administration - later represented by Rachel Gatlin, HRIS Director
> John Drew, Director of IT, Graduate School
> Walt Dryfoos, Associate Vice President, UW Advancement
> Helen Garrett, Office of the University Registrar and Chief Data Officer, Enrollment Management
> Erin Guthrie, Director of Institutional Analysis, Office of Planning and Budgeting
> Jim Kresl, Associate Vice Provost, Office of Research
> Kay Lewis, Office of Student Financial Aid, Enrollment Management
> Steve Majeski, Associate Dean for Research and Infrastructure, Arts and Sciences
> Karen Matheson, Director of Institutional Research and Information Management, College of Education
> Nancy McDonald, Director Administration and Finance, School of Medicine
> Adam Moore, Professor, Information School
> Ann Nagel, Institutional Privacy Official, Academic and Student Affairs
> Jim Phelps, Director of Enterprise Architecture and Strategy, UW-IT
> Adam Sherman, Assistant Dean, The Evans School
> Peg Stuart, Assistant Vice Provost, Academic Personnel
> Nancy Jagger, Executive Director Integrated Service Center, UW-IT
Recommendations from the Task Force

> Create a new data governance structure that has a steering and operational committee

> Include Seattle, Bothell, and Tacoma

> Initial scope: academic, research administration, and business data

> Include members who are intellectually diverse and promote collaboration across multiple areas of data on behalf of all UW

> Designate 2 FTE for supporting the governance group and its initiatives
Proposed Data Governance Structure

Data Governance
Scope: Academic, Research Administration, and Business Data

Steering Committee
Charged by the President and Provost to:
- Prioritize high level outcomes based on priorities across the institution
- Develop strategy related to multiple areas of data
- Reconcile competing priorities across UW units
- Create accountability for outcomes

Operational Committee
Charged by the President and Provost to:
- Execute on strategy
- Intake, prioritize, and identify shared solutions to systemic problems
- Collaborate or liaise with the Steering Committee and other groups
- Charge task force(s) to research, analyze, and assess solutions
- Support outreach and education

Task Forces
Charged by the Operational Committee if/when needed to:
- Analyze and propose solutions for operational committee initiatives

Collaboratively Building and Empowering Existing Resources

Related Governance Groups
Maintain strong relationships with related governance groups and processes.

Data Trustees & Custodians
Continue existing responsibilities and engage in cross-domain work.

Existing Working Groups & Communities
Elevate and promote value added initiatives.
Data Governance & Analysis Committee

> Formed in 2018

> Charged by Provost Mark Richards and by then Executive Vice President for UW Finance & Administration Jeff Scott with:

  – Assessing the recommendation on a new data governance structure for the UW, submitted by the UW Data Governance Task Force
  – The scope was limited to academic, research administration, and business data
  – Excludes patient data
Data Governance & Analysis

> The Committee endorsed the recommendations as provided by the Data Governance Task Force

> The Committee consisted of:
  
  – Aaron Powell, Vice President, UW Information Technology and CIO
  – Phil Reid, Vice Provost, Academic & Student Affairs
  – Sarah Hall, Vice Provost, Office of Planning & Budgeting
  – Joe Janes, Associate Professor, Information School
  – Brian McCartan, Vice President, Finance
Next Steps

- **Communicate**
  - Develop communication plan for new data governance structure

- **Identify Members**
  - Identify potential members for Steering Committee and Operational Committee

- **Charge Committees**
  - Draft and send charge letters

- **Fund Resources**
  - Fund resource request and create positions

- **Establish Resources**
  - Establish positions, reporting and working relationships, and hire positions

- **Coordinate**
  - Determine how data governance structure will coordinate with related governance

We are here
QUESTIONS
Aligning IT

Aaron Powell
Vice President, UW-IT and Chief Information Officer
IT at the UW is Distributed

Chief Information Officer

VP UW-IT

Distributed IT

UW-IT

UW Medicine IT

IT Modernization Programs

1/3

1/3

1/3

Impacts all three areas
Capacity for Future Change

- **Strategic IT Innovation**
  - Need UW-wide agreement, coordination and investment

- **Large-scale System and Process Improvement**
  - Focused on UW operational excellence

- **Ongoing Operations**
  - Mostly committed to ongoing operations, with some room for change and innovation
UW-IT: Supporting UW Mission

Leveraging IT to enable transformation at the UW

Prepare IT across the UW to adapt and respond to a changing future through:
- Joint IT decision-making
- Clearly defined IT strategy
- Well architected IT landscape

Enhance the student experience

Enable academic administration

Advance world-class research

Modernize UW business administration

Build foundations for use of technology throughout the UW

- Highly adaptable infrastructure
- Robust IT security
- Resilient and reliable platforms
- Support emerging technologies while managing risk
- Develop skills for the future
- Provide excellent customer experience
# UW-IT: Recent Successes

## Leveraging IT to enable transformation at the UW

**Prepare IT across the UW to adapt and respond to a changing future** through:
- Joint IT decision-making
- Clearly defined IT strategy
- Well architected IT landscape

### Enhance the student experience
- Improve accessibility of course materials (Ally)
- Provide data analytics to support student and faculty success (MyUW Course Dashboards)
- Modernize financial aid operations and Undergraduate admissions
- Enhance MyPlan to improve academic planning

### Enable academic administration
- Deliver Academic Personnel Applicant Tracking System (led by Academic Personnel; limited UW-IT involvement)
- Expand reports and analytics for departmental academic administration

### Advance world-class research
- Expand institutional support for research computing
- Launch next generation Hyak
- Increase student access to research computing
- Grow research computing consulting services

### Modernize UW business administration
- Support UW Finance Transformation and Northwest Hospital Workday adoption
- Enhance data analytics capabilities through Knowledge Navigator, BI portal
- Expand Enterprise Document Management and eSignature to improve business processes

## Build foundations for use of technology throughout the UW

- Highly adaptable infrastructure
- Robust IT security
- Resilient and reliable platforms
- Support emerging technologies while managing risk
- Develop skills for the future
- Provide excellent customer experience
IT Opportunities at the UW

Leveraging IT to enable transformation at the UW

Prepare IT across the UW to adapt and respond to a changing future through:
- Joint IT decision-making
- Clearly defined IT strategy
- Well architected IT landscape

Enhance the student experience
- Create a more unified student experience
- Integrate data science across the curriculum
- Build institutional adaptability for the future
- Provide multiple graceful entry/exit points

Enable academic administration
- Streamline faculty annual review processes
- Support promotion and tenure workflows
- Track faculty commitments
- Deliver well defined data for decision making

Advance world-class research
- Continue to expand research consultancy
- Build internal and multi-institutional partnerships for shared infrastructure
- Deliver hybrid solutions that adapt to research needs
- Develop AI and machine learning capabilities

Modernize UW business administration
- Enable business transformation through modern systems and processes
- Deliver well defined data for decision making
- Provide modern data science capabilities
- Integrated data across domains

Build foundations for use of technology throughout the UW
- Highly adaptable infrastructure
- Robust IT security
- Resilient and reliable platforms
- Support emerging technologies while managing risk
- Develop skills for the future
- Provide excellent customer experience
Discussion Questions

> Do you support this direction?

> Anything missing?

> Given limited capacity and resources, is there anything that could be de-emphasized?
QUESTIONS
IT Project Portfolio Executive Review

Erik Lundberg
Assistant Vice President, Research Computing & Strategy, UW-IT
# UW Enterprise IT Projects

## Project Portfolio Executive Summary - Mar 31, 2019

<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>
<th>Actual Cost</th>
<th>Budget</th>
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<tbody>
<tr>
<td>Destination: One</td>
<td>Carlos Pellegrini</td>
<td>3 - UW</td>
<td>10</td>
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<td>Finance Transformation Readiness</td>
<td>Mark Richards</td>
<td>3 - OCIO</td>
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<td>$25,050,000</td>
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<td>Advancement CRM Replacement</td>
<td>Brown Dan Peterson</td>
<td>3 - OCIO</td>
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<td>Pharmacy Inventory Management System</td>
<td>Shabir Somani</td>
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<td>3</td>
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<td>$14,712,000</td>
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<td>Northwest Hospital HR &amp; Labor Integration</td>
<td>Nicki McCraw</td>
<td>2 - UW</td>
<td>11</td>
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<td>3</td>
<td>$3,800,000</td>
<td>$14,632,000</td>
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<td>HFS Point of Sale</td>
<td>Pam Schreiber</td>
<td>2 - UW</td>
<td>12 *new</td>
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<td>$0</td>
<td>$1,000,000</td>
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<td>F&amp;A Space</td>
<td>Sue Camber</td>
<td>2 - UW</td>
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<td>0</td>
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<td>$0</td>
<td>$246,000</td>
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<td>Transportation System Improvement Project</td>
<td>John Chapman</td>
<td>1 - UW</td>
<td>9</td>
<td>2</td>
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<td>2</td>
<td>1</td>
<td>2</td>
<td>$3,096,011</td>
<td>$3,316,000</td>
</tr>
</tbody>
</table>

**No Project in the pipeline.**

### Completed

<table>
<thead>
<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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<tbody>
<tr>
<td>Academic Personnel Applicant Tracking</td>
<td>Cheryl Cameron</td>
<td>2 - UW</td>
<td>July 1, 2018</td>
<td>November 28, 2018</td>
<td>$200,353</td>
</tr>
</tbody>
</table>

* Improvement from previous quarter

* Setback from previous quarter

* Notes on the KEYS page
QUESTIONS
Wrap Up

Aaron Powell
Vice President, UW-IT and Chief Information Officer