AGENDA

> Call to order
> IT Governance Boards Recap
  – Strategy Board
> UW Finance Transformation Update
> Data Governance Structure Update
> Data, Reporting, and Analytics
  – BI Portal and UW Profiles
  – Student and instructor success analytics
> Major Projects Update
> Top Priorities for Next Year
IT Governance Boards

Recap

Erik Hofer
Associate Vice President for Academic Services, UW-IT
Strategy Board
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 cybersecurity
- Resilient and reliable platforms
- Support emerging technologies while managing risk
- Develop skills for the future
- Provide excellent customer experience
QUESTIONS
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
TRANSFORMATION MATURITY CURVE – THE GOAL

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 WHILE 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.
WORKDAY FDM BLUEPRINT ACTIVITIES

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**

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

**FDM Blueprint**
1.0
2.0

• Understand Finance Current State
• Identify FDM impacts to HRP (part of HRP remediation work)

**Refrine Data Model, Translation Rules, and Definitions based on Prototyping Activities**

**Readiness**

**Design**

**Implementation**

- FDM Blueprint
- Workday Dimension
- Translation Rules Engine
- Legacy Dimension
- Governance
- Input from Units

Feedback

FDM Design Team analyzing requirements and feedback based on meetings, workshops, and prototyping activities

Financials Go Live

UNIVERSITY of WASHINGTON
**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.

|                  | 2019 |          | 2020 |          |          |          |          |          |          |          |          |          |          |          |          |
|------------------|------|----------|------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| UWFT             | Readiness | Design | Plan | Architect | Configure |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |          |
| 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
QUESTIONS
Data Governance Structure Update

Anja Canfield-Budde
Associate Vice President for Information Management, UW-IT
Data Management Committee (DMC) established in 2006 (modified in 2010) to provide guidance on standards, architecture, and access to institutional data.

DMC ceases operation in 2015 due to HR/P implementation.

Numerous stakeholders across campus ask Provost Baldasty to address absence of data governance.

In response, Data Governance Task Force was formed in 2017.

Task force recommendations delivered to Provost Richards in 2018.

“Task force on the task force” reviewed first task force recommendations and provided their summary to Provost Richards.

Provost Richards approves recommendations and summary, and initiates implementation.
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 is two-tiered, one committee for strategy and another for operations.
- Include representation from Seattle, Bothell, and Tacoma
- Scope: academic, research administration, and business data (identical to scope of previous DMC).
- Include members who are intellectually diverse and promote collaboration across multiple areas of data on behalf of all UW
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.
Committee Membership

- **Ann Anderson**, Associate Vice President for Enterprise Services, UW Finance
- **Anja Canfield-Budde**, Associate Vice President for Information Management, UW IT
- **TBD**, Medicine representative
- **Erin Guthrie**, Director for Institutional Data and Analysis, OPB
- **Joe Lawless**, Assistant Chancellor for Strategy and Assessment, UW Tacoma
- **Christy Long**, CIO, UW Bothell
- **Carole Palmer**, Professor and Associate Dean, Information School (faculty senate appointment)
- **Philip Reid**, Vice Provost, Academic and Student Affairs
- **Doug Divine**, Director for Global Operations Support, UW Finance
- **Alice Few**, Data Analyst for Institutional Research, UW Tacoma
- **Helen Garrett**, Registrar, Enrollment Management
- **Rachel Gatlin**, Executive Director for HR Benefits, HR
- **Tonya Greer**, Information Architect, UW Facilities
- **Jim Kresl**, Assistant Vice Provost and Director, ORIS, Office of Research
- **Kay Lewis**, Assistant Vice Provost for Enrollment Management
- **Karen Matheson**, Business Systems Analyst, ISC
- **Ann Nagel**, Associate Vice Provost and Institutional Privacy Official, Academic and Student Affairs
- **Bart Pietrzak**, Director of Enterprise Analytics, UW-IT
- **Adrian Sinkler**, Interim Director for Office of Institutional Research, UW Bothell
- **Peg Stuart**, Assistant Vice Provost, Academic HR
- **Daniel Summy**, Manager of Data Architecture, OPB
- **Keith Van Eaton**, Metadata Manager, UW-IT
- Two academic institutional research members (TBD)

Committee membership reviewed every two years.
QUESTIONS
Data, Reporting, and Analytics
BI Portal and UW Profiles

Anja Canfield-Budde
Associate Vice President for Information Management, UW-IT
Available Resources

BI Portal – self-service, institutional repository of operational reports, analytical cubes and visualizations. Created for administrators and advisors.

UW Profiles – repository of interactive visualizations showing undergrad/grad, research, global impact data over the past 10 years. Created for UW’s leadership.

Knowledge Navigator – repository of institutional terms and their definitions.

Report Prioritization Group – collective of representative from three campuses to respond to growing number of reporting needs for student data across the University.
BI Portal (http://biportal.uw.edu)
Peer Dashboards

Most universities employ peer comparisons to understand size and scope and performance relative to peer institutions. The UW is no exception. It is often useful to be able to vary the peer group used for comparison and to compare institutions on a variety of measures. These dashboards allow the user to do just that. There are eleven dashboards, including four focusing on student measures (Graduation Rates, Retention Rates, Fall Enrollment, and Awards Granted and Completers) and seven focusing on finance data (Expenses Story, Expenses by Category, Modified Expenses by Category, Revenue by Category, Revenue Total Breakdown, Revenue Percent Breakdown, and Endowment Values).
Knowledge Navigator
(http://metadata.uw.edu)

2-Year Transfer

Term Details

Term: 2-Year Transfer

Definition:
A 2-Year transfer student transferred to UW directly (i.e., last prior school attended) from a regionally accredited 2-year college.

Related Objects:
- Transfer Student term (Student Data Terms)
- WA 2-Year Transfer term (Student Data Terms)
- tot_lowdTransfer column (student_1)
- two_year column (sys_tbl_02_ed_inst_info)

Glossary: Student Data Terms

Synonyms:

Relationships

Depth: 2  Object Types: All selected

Diagram showing relationships between different data terms and concepts related to 2-Year transfer students.
Achievements in the last 6-9 months

Eligible-to-Register – Logic developed to allow advisors to identify students who are eligible to register in the next two quarters of the academic year.

Class Utilization - Displays (a) number of instructional hours per time of day, and (b) conformity to 12% distribution restrictions per the University's Learning Spaces Policy.

Research Administration Data Cube – Analytical cube that allows analysis of Research Proposals, Awards, and Expenditures for all colleges/departments across the University.
Problem: Student who are eligible to register next quarter, are not doing so. Why?

Solution: Allow advisors to proactively reach out and contact these students to learn more about their situation.

Partner: Registrar’s Office, Enrollment Information Systems
Total Classroom Utilization

Problem: There are no longer enough classrooms to continue the scheduling of classes at popular times of the day, 9:30 to 2:20.

Solution: This report helps to visually see which blocks of time exceed allowable number of instructional hours per block (per Recommendations of the Learning Spaces Governance Committee Executive Summary).

Partner: Registrar’s Office, Enrollment Information Systems
Graduate Admissions Trends

Problem: Lack of visibility and understanding of trends in admission applications.

Solution: Interactive visualization that allows analysis of admission application data in an ad-hoc fashion.

Partner: Graduate School
Problem: Lack of visibility into the flow of applications to application results.

Solution: Using SanKey diagram, allow the end user to slice-and-dice the data to follow application in-take and results.

Partner: Graduate School
Problem: Lack of visibility into pool of applications outside of WA state and the USA.

Solution: Interactive map visualization that allows analysis of application data coming from around the world (and WA state).

Partner: Graduate School
Problem: The University could not analyze and track expenditures related to research.

Solution: Deliver an analytical cube to allow unit administrators to analyze Research Proposals, Awards, and Expenditures.

Partner: Office of Research, Information Systems (ORIS)
Next 12-24 months

> Ask Data: Natural Language Processing pilot
> Graduate/Undergraduate admissions cube
> Cost Share reports
> Vendor Spend reports and cube
Student and Instructor Success Analytics

Erik Hofer
Associate Vice President for Academic Services, UW-IT
Overview

> This presentation is intended to give a broad overview of examples of work underway in the areas of student and instructor success analytics at UW-IT

> The work presented highlights work in progress at different stages
  – Features in production systems
  – Prototypes
  – Exploratory analysis

> Many examples shown are connected to initiatives within the Sustainable Academic Business Plan
  – American Talent Initiative/Retention Task Force
  – Transfer Student Success
  – Enrollment Strategy
Contributors

> UW-IT Academic Experience Design and Delivery staff
  – Henry Lyle, Zane Kelly, Karin Roberts, Stephen de Vight, Charlon Palacay, Danny Lin, Hyunju Lee, Tom Lewis, Ethan Turner, Kevin Pittman, Mike Seibel, Jim Laney, Jason Civjan, Diego Bejarano, Craig Stimmel, Heidi Stahl, Bill Schaefer

> UW-IT Academic Experience Design and Delivery students
  – Adi Kumar, Keith Roberts
Production System Examples
Course Dashboard • Spring 2019

Introduction to Neuroscience

Current Quarter Data for BIOL 130 A

- Median Cumulative GPA: 3.48
- Currently Registered: 68/100
- Repeating Students: 0

Concurrent Courses (when taking the course):
- 11% CHEM-162
- 7% ENGL-111
- 6% PSYCH-101
- 6% INFO-201
- 4% BIOL-200
- 4% PHYS-114
- 4% CHEM-152
- 4% CSE-373
- 4% E E-233
- 4% CSE-180

Declared Majors (when taking the course):
- 21% pre science
- 13% electrical engr
- 11% pre major (a&s)
- 7% pre social science
- 4% engineering undeclared
- 4% exchange arts & sciences
- 4% pre humanities
- 3% computer science
- 3% computer engineering
- 1% anth: med anth & glob hl

Declared Majors (upon graduation):
- 21% pre science
- 13% pre major (a&s)
- 11% non matriculated
- 7% psychology
- 4% pre health sciences
- 4% biochemistry
- 3% extended pre major
- 3% computer science
- 2% political science
- 2% pre social science
- <1% philosophy
- Total will not add up to 100% if students have yet to graduate.
## View Major GPAs

Enter the name of a major to view its median GPA or select a college to view all of its majors. You can select multiple majors from the suggested list.

<table>
<thead>
<tr>
<th>Major</th>
<th>Median GPA</th>
<th>Distribution</th>
<th>Compare GPA</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COLLEGE OF ARTS AND SCIENCES - SEATTLE</strong></td>
<td></td>
<td></td>
<td>3.52</td>
</tr>
<tr>
<td><strong>Statistics</strong></td>
<td>3.74</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• capacity-constrained</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><a href="#">View most commonly taken courses among students who declared Statistics</a></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>COLLEGE OF ENGINEERING - SEATTLE</strong></td>
<td>3.51</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Aeronautical and Astronautical Engineering</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• capacity-constrained</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><a href="#">View most commonly taken courses among students who declared Aeronautical and Astronautical Engineering</a></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Most commonly taken courses among students who declared...

**Statistics**
- **capacity-constrained**
- Median GPA: 3.74

<table>
<thead>
<tr>
<th>%</th>
<th>Code</th>
<th>Most Commonly Taken Course</th>
<th>Median Course Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>92%</td>
<td>MATH 126</td>
<td>Calculus with Analytic Geometry III</td>
<td>3.80</td>
</tr>
<tr>
<td>83%</td>
<td>CSE 142</td>
<td>Computer Programming I</td>
<td>3.50</td>
</tr>
<tr>
<td>78%</td>
<td>MATH 307</td>
<td>Introduction to Differential Equations</td>
<td>3.90</td>
</tr>
<tr>
<td>75%</td>
<td>MATH 308</td>
<td>Matrix Algebra with Applications</td>
<td>3.80</td>
</tr>
<tr>
<td>65%</td>
<td>ENGL 131</td>
<td>Composition: Exposition</td>
<td>3.80</td>
</tr>
<tr>
<td>63%</td>
<td>CSE 143</td>
<td>Computer Programming II</td>
<td>3.40</td>
</tr>
<tr>
<td>60%</td>
<td>STAT 311</td>
<td>Elements of Statistical Methods</td>
<td>3.80</td>
</tr>
<tr>
<td>47%</td>
<td>MATH 125</td>
<td>Calculus with Analytic Geometry II</td>
<td>3.90</td>
</tr>
<tr>
<td>32%</td>
<td>ECON 200</td>
<td>Introduction to Microeconomics</td>
<td>3.90</td>
</tr>
<tr>
<td>31%</td>
<td>PHYS 121</td>
<td>Mechanics</td>
<td>3.75</td>
</tr>
</tbody>
</table>

**Note:** Course GPA data is limited to the last 2 years. It doesn't include direct admit students' data and equivalent course data.
Prototype Examples
Beaten Path
- Shows the most commonly taken courses each quarter by students who graduated in the last 5 years

Pre-req Map
- An interactive diagram that displays how courses are sequenced by pre- and co-requisites
What courses did graduates take and when?

When did graduates take required courses and in what sequence?
What courses can I take?

Find courses “downstream” of courses a student has already taken
Interested in a different major?

Discover other majors that require courses a student has already taken.
Pre-req Map – Curriculum Planning

With a “bird’s eye view” of pre-reqs, admins can assess the impact of proposed curriculum changes.

Minimize bottlenecks
Analysis Examples
How do outcomes differ across demographic groups?

Most requested for EOP students:

- Business Admin
- Biology
- Psych
- Nursing
- Communications
Low GPA Outcomes

Pr(graduate in 6 yrs) given low quarterly GPA

strata
0
1
QUESTIONS
Major Projects Update

Kerry Kahl
Director, Compliance Assurance & Major Procurements, 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 ($K)</th>
<th>Budget ($K)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Destination: One</td>
<td>Carlos Pellegrini</td>
<td>3 - UW</td>
<td>10</td>
<td>2</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>$13,858,000</td>
<td>$159,500,000</td>
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<tr>
<td>Finance Transformation Readiness</td>
<td>Mark Richards</td>
<td>3 - OCIO</td>
<td>8</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>$10,260,000</td>
<td>$25,050,000</td>
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<tr>
<td>Advancement CRM Replacement</td>
<td>Brown Dan Peters</td>
<td>3 - OCIO</td>
<td>10</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>$207,914</td>
<td>$4,000,000</td>
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<tr>
<td>Pharmacy Inventory Management System</td>
<td>Shabir Somani</td>
<td>2 - UW</td>
<td>13</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>$13,513,000</td>
<td>$14,712,000</td>
</tr>
<tr>
<td>Northwest Hospital HR &amp; Labor Integration</td>
<td>Nicki McCraw</td>
<td>2 - UW</td>
<td>11</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>$3,800,000</td>
<td>$14,632,000</td>
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<tr>
<td>HFS Point of Sale</td>
<td>Pam Schreiber</td>
<td>2 - UW</td>
<td>12 new</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>$0</td>
<td>$1,000,000</td>
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<tr>
<td>F&amp;A Space</td>
<td>Sue Camber</td>
<td>2 - UW</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>$0</td>
<td>$246,000</td>
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<tr>
<td>Transportation System Improvement Project</td>
<td>John Chapman</td>
<td>1 - UW</td>
<td>9</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>$3,096,011</td>
<td>$3,316,000</td>
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</table>

**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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</thead>
<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
Top Priorities for Next Year

Anind Dey
Dean, The Information School
QUESTIONS AND DISCUSSION