IT SERVICE INVESTMENT BOARD
March 11, 2020
AGENDA

> Call to order
  – Introductions
  – Governance Board Update

> Novel Coronavirus (Covid-19)

> IT Service Management Board Recommendation for Investment

> UW Finance Transformation Update

> Technology Recharge Fee Update

> UW-IT Strategy 2020

> Wrap up
Governance Board Update

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

IT Strategy Board (February 10)

> UW Finance Transformation update: Discussion focused on the following key points:
  > – Coordination and sequencing of work between UWFT and UW-IT, and ensuring UW-IT dependencies on program deliverables are visible and accounted for in the schedule
  > – QA and concerns about whether the consultant is providing adequate external review and sufficiently highlighting program risks. In response, the Board was provided with the January QA report.
  > – Change management and HUBS, with a question about whether there is adequate time in the schedule for change management in units. It was noted that a key element will be the ongoing support that units receive from the shared service HUBS; success in this area is a major risk. This has been a challenging area for other peer institutions.

> UW-IT Strategy 2020: Academic Administration Strategy:
  > – An overview of UW-IT’s new strategic framework was presented, with a focus on the proposed strategy for supporting academic administration. The strategy recognizes that academic units pursue appropriate solutions given their unique needs and constraints. The Board agreed this is the right approach.

IT Service Management Board (meets monthly)

> The Board is presenting its recommendations report to the Vice President for UW-IT and CIO in March, and then will share it with the IT Service Investment Board on March 11, and the IT Strategy Board at its April 29 meeting.
QUESTIONS
Novel Coronavirus (Covid-19)

Aaron Powell
Vice President, UW-IT and Chief Information Officer
QUESTIONS
IT Service Management Board Recommendation for Investment

Mike Middlebrooks
Director of Information Technology, School of Medicine
Identify opportunities to build capacity, both within UW-IT and throughout campus
TALKING POINTS

> The top 7 recommendations
> What do they have in common?
> Which are actionable in the near-term?
> Where is more discovery needed?
> What recommendations didn’t make the list?
> Next steps discussion...
TOP 7 RECOMMENDATIONS

Each of the top items have an underlying need for a cultural shift and a purpose related to driving campus consistency.

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All are important.

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Encourage common use of tools and processes to create overall UW efficiencies and create capacity for staff.
TOP 7 RECOMMENDATIONS

1. Enterprise Service Management investment
2. Standardize and consolidate Admissions applications and review systems
3. Implement Student Database improvements and application interface
4. Develop a centralized online software registry
5. Develop and publish guidance for “pre-qualified” Customer Relationship Management systems
6. Promote and support the implementation of 25Live for space scheduling and management
7. Adopt Zoom as the preferred campus-wide solution for video conferencing and collaboration
TOP 7 RECOMMENDATIONS

Actionable in the near term

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Informative in a larger strategic context
TOP 7 RECOMMENDATIONS

1. Enterprise Service Management investment
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IN PRODUCTION NOW

Actionable – High Organizational Readiness

> Service Management - UW Connect
  – While there is interest from additional units, the cost of the current service is a barrier to adoption
  – Also the top recommendation of the 2018 SMB Report

> 25Live
  – 25Live is already licensed and available for use by all three campuses, but a lack of campus awareness hinders adoption

> Zoom
  – Zoom Pro is widely used at the UW, but generally only by departments who can afford the monthly license cost
TOP 7 RECOMMENDATIONS

1. Enterprise Service Management investment
2. Standardize and consolidate Admissions applications and review systems
3. Implement Student Database improvements and application interface
4. Develop a centralized online software registry
5. Develop and publish guidance for “pre-qualified” Customer Relationship Management systems
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7. Adopt Zoom as the preferred campus-wide solution for video conferencing and collaboration
EXPLORATION NEEDED

Informative – Require more discovery before action

> Admissions Systems Consolidation
> Student Database Improvements and Interface
> Online Software Registry Development
> Development of CRM Guidance
THE “OTHER” 16 (PART ONE)

*Items with at least one vote…*

<table>
<thead>
<tr>
<th>Votes</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Office 365 Email Security Improvements</td>
</tr>
<tr>
<td>4</td>
<td>Enhanced large-scale Storage Offering for Protected Data, PHI, HIPAA, etc.</td>
</tr>
<tr>
<td>3</td>
<td>Faculty Activity / Promotion &amp; Tenure tools with API for local reporting, website publication, etc.</td>
</tr>
<tr>
<td>1</td>
<td>OASIS Modernization (Asset Inventory)</td>
</tr>
<tr>
<td>1</td>
<td>FISMA Moderate Research Environment – Secure Research Computing Environment</td>
</tr>
<tr>
<td>1</td>
<td>Identify “Strategic Services” and create marketing push for wider adoption</td>
</tr>
<tr>
<td>1</td>
<td>Modernize DHCP service to eliminate Public IP Scopes</td>
</tr>
<tr>
<td>1</td>
<td>Consulting Service: Cloud Integration Guidance</td>
</tr>
<tr>
<td>1</td>
<td>Increase scope of IAM person registry to include personal master data (name, preferred pronoun, etc.)</td>
</tr>
</tbody>
</table>

*The top 7 each received either 7, 8, or 9 votes*
THE “OTHER” 16 (PART TWO)

*Items with no votes...*

<table>
<thead>
<tr>
<th>Votes</th>
<th>Recommendation</th>
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<tbody>
<tr>
<td>0</td>
<td>Continue UW-IT Leadership Development Program (LDP)</td>
</tr>
<tr>
<td>0</td>
<td>Consulting Service: Disaster Recovery Planning</td>
</tr>
<tr>
<td>0</td>
<td>High Performance Computing in a PHI Protected Space</td>
</tr>
<tr>
<td>0</td>
<td>Research Administration Support: Pre-award grant facilitation</td>
</tr>
<tr>
<td>0</td>
<td>Recommend potential services to sunset in favor of investment in other services</td>
</tr>
<tr>
<td>0</td>
<td>UW NetID Management Tool Modernization</td>
</tr>
<tr>
<td>0</td>
<td>Cloud Tech Solutions for Classrooms</td>
</tr>
</tbody>
</table>

*These are still important pain points to call out.*
QUESTIONS/INPUT
UW Finance Transformation Update

Ed Loftus
Assistant Vice President for Finance Transformation
UW FINANCE TRANSFORMATION IS AN OPPORTUNITY TO REIMAGINE AND STREAMLINE OUR FINANCE-RELATED POLICIES AND PROCESSES, WITH THE HELP OF NEW TECHNOLOGY
IMPLEMENTATION TIMELINE

JAN 2020

- PLAN
  2 months

- ARCHITECT
  7 months

- CONFIGURE & PROTOTYPE
  9 months

- TEST
  9 months

- DEPLOY
  3 months

JUN 2022

- END-2-END TESTING
- USER ACCEPTANCE TESTING (UAT)
- END-USER TRAINING
- TRAIN-THE-TRAINER
- PAYROLL PARALLEL TESTING

- USER PLAYBACK SESSIONS
- SYSTEMS DISPOSITION DECISIONS
- DEFINED OPERATING MODEL

- PROCESS DESIGN WORKSHOPS
- CHANGE CHAMPIONS
- PROCESS TRANSFORMATION TEAMS AND USER TASK GROUPS

WE ARE HERE
Transforming how and where we do the work
## WHERE SHOULD FINANCE WORK BE PERFORMED?

<table>
<thead>
<tr>
<th>Location</th>
<th>Definition</th>
<th>Example of Activities</th>
</tr>
</thead>
</table>
| Enterprise Wide (EW) | Process can be shared by all of UW                                         | • Enterprise consolidation  
                          |                                               | • Enterprise policy and procedures          |
|                   |                                                                           | • Travel and Expense Compliance                                                      |
|                   |                                                                           | • Maintenance of Master Data (e.g. vendor master, customer master, foundation data model) |
| Org-wide (OW)     | Process can be shared by all of UWA or UWM, but not across both organizations | • Cash Application and Collections (Misc. AR)                                      |
|                   |                                                                           | • Org-level close and financial statements                                             |
| Regional Hub (RH) | Process can be shared at a **Regional Level** via a hub (serving more than one major organization/major unit) (e.g. Across multiple schools/colleges, administrative units, auxiliary units and/or campuses. For larger schools and colleges this could be across multiple depts/divisions) | • Initial point of contact for units for finance and supply chain questions          |
|                   |                                                                           | • Transaction processing (e.g. purchase orders, travel & expenses entry, invoice generation) |
|                   |                                                                           | • Post award grants management analysis and reporting                                 |

**Unit Level Finance Work**

Processes that are unique or specific to an individual unit
WE ARE DEFINING OUR GUIDING PRINCIPLES...

<table>
<thead>
<tr>
<th><strong>1</strong></th>
<th>Shared services should enable process standardization.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2</strong></td>
<td>Avoid re-work.</td>
</tr>
<tr>
<td><strong>3</strong></td>
<td>Minimize Workday go-live risk.</td>
</tr>
<tr>
<td><strong>4</strong></td>
<td>Establish foundation to achieve efficiency target.</td>
</tr>
<tr>
<td><strong>5</strong></td>
<td>Shared services should not be opt-in <em>(We should avoid having ‘opt-in’ shared services, as doing so will result in inconsistent processes across the organization and complex Workday configuration)</em></td>
</tr>
<tr>
<td><strong>6</strong></td>
<td>Hubs stood-up by the time Workday is live <em>(All Regional hubs will be stood-up and operating by the time Workday is live)</em></td>
</tr>
<tr>
<td><strong>7</strong></td>
<td>Build on existing shared services efforts.</td>
</tr>
<tr>
<td><strong>8</strong></td>
<td>Local Unit Knowledge.</td>
</tr>
</tbody>
</table>
OUR JOURNEY – PLAN AND ARCHITECT STAGES

Preparing for phasing and conducting End-to-End Process Design Workshops

January 2020

Prioritize End-to-End Process Inventory

- Evaluate processes
- Identify core vs. strategic
- Align on prioritized processes for Process Design Workshops

Feb/Mar 2020

Prioritize Policies for Harmonization

- Inventory policies and owners
- Review and prioritize policies

March 2020

Shared Services Deployment Approach POV

- Provost & president review guiding principles
- Agree on POV of how target shared services should be deployed (i.e. which processes should go before, concurrent with, and after Workday)

April – Sept 2020

End-to-End Process Design Workshops

- Conduct workshops for each end-to-end process area
- Capture key decisions made and action outputs/next steps

September 2020

Shared Services Final Decision

DRAFT – FOR DISCUSSION PURPOSES ONLY
GO-LIVE IS NOT THE END...

...IT IS THE BEGINNING OF THE REST.
Technology Recharge Fee Update

Bill Ferris
Chief Financial Officer, UW-IT
FY 2021 Technology Recharge Fee Approved by Provost

<table>
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<tr>
<th>TRF Monthly Rate</th>
<th>FY 20</th>
<th>FY 21</th>
<th>$ Increase</th>
<th>% Increase</th>
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<tbody>
<tr>
<td>Med Center Employee*</td>
<td>$51.75</td>
<td>$52.18</td>
<td>$.43</td>
<td>0.8%</td>
</tr>
<tr>
<td>Campus(s) Employee Admin/Academic</td>
<td>$57.53</td>
<td>$58.28</td>
<td>$.75</td>
<td>1.3%</td>
</tr>
</tbody>
</table>

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

- Includes new permanent investment of $250K to address cybersecurity risk
- Maintain the existing cost/rate allocation methodology until after Finance Transformation
QUESTIONS
UW-IT Strategy 2020

Aaron Powell
Vice President, UW-IT and Chief Information Officer
We are playing the long game to build a better university, and to secure a more stable foundation for serving our students and the state of Washington in the future.

- Provost Mark Richards
UW-IT Strategy 2020

Good technology, well-delivered, for a better University

Enhance the student experience
Advance world-class research
Enable academic administration
Modernize UW business administration

Support the workforce
Build technology foundations
Manage enterprise risk
Wrap Up
QUESTIONS AND DISCUSSION