AGENDA

> Call to order
  – IT Governance Board Update

> Novel Coronavirus Update
  – Impact on Teaching & Learning
  – Impact on UW-IT

> UW Finance Transformation Program Update

> Cyber Intelligence Program

> IT Project Portfolio Executive Review

> Wrap up
IT Governance Board Update
IT Governance Board Update

IT Strategy Board (April 29)

> **COVID-19 Update**: An update on how UW-IT and partners responded to COVID-19, supporting the transition to remote instruction and work by securing an enterprise Zoom license, and relying on core technologies already in place (i.e. Canvas, Panapto, O365 and Google G Suite), as well as introducing some new tools. Teams showed incredible collaboration, agility and resiliency. Support demands skyrocketed, with teams working at peak capacity for weeks. The Board praised this impressive and successful effort.

> **UW Finance Transformation Update**: The program reported minimal impacts from COVID-19 thus far, with the schedule still on track, and a further evaluation planned for June. The program addressed key concerns raised by the Board, including development of an integrated schedule with key partners, such as UW-IT; timing of engagement with the UW community; and development of the shared services model.

> **Destination One Update**: The project was moved to red status in January. A comprehensive evaluation was conducted by an external consultant (Deloitte), identifying a lack of clear decision making as a major issue. Project leadership has been replaced, a standard project structure and discipline are now in place, and culture and transparency have been improved.

> **Advance World-Class Research Strategy**: A presentation on UW-IT’s strategy for supporting research, focused on providing an integrated approach to scientific computing, offering guidance to the most appropriate technologies. This support is critical to the UW’s research capabilities, with many examples provided. Funding has increased, but still lags well behind other universities. Challenges include data center capacity, rising demand, and need for a holistic approach to data storage and management. The Board supported a proposal to develop a more strategic approach to corporate and foundation relations.

IT Service Management Board (meets monthly)

> The Board presented its [recommendations report](#) to the Vice President for UW-IT and CIO (VP/CIO) in early March and to the IT Service Investment Board on March 11. The VP/CIO is considering next steps on the top recommendations.
QUESTIONS
Novel Coronavirus (Covid-19)

Aaron Powell
Vice President, UW-IT and Chief Information Officer
Impact on Teaching & Learning

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

Aaron Powell
Vice President, UW-IT and Chief Information Officer
QUESTIONS
UW Finance Transformation Program Update

Ed Loftus
Assistant Vice President for Finance Transformation
The pandemic has not introduced significant issues to program momentum. Shifting to remote operations has been smooth, meetings and workshops have continued, and the hiring ramp has been maintained within the core program for key roles, enabling:

- Expansion of campus engagement efforts as planned
- Deliverables for all program workstreams to stay on track
- Progress on critical process design decision-making
Implementation Timeline

JAN 2020

PLAN
2 months

ARCHITECT
7 months

CONFIGURE & PROTOTYPE
9 months

TEST
9 months

DEPLOY
3 months

JUN 2022

END-USER TRAINING

USER ACCEPTANCE TESTING (UAT)

END-2-END TESTING

TRAIN-THE-TRAINER

PAYROLL PARALLEL TESTING

DEFINED OPERATING MODEL

SYSTEMS DISPOSITION DECISIONS

USER PLAYBACK SESSIONS

PROCESS DESIGN WORKSHOPS

CHANGE CHAMPIONS

PROCESS TRANSFORMATION TEAMS AND USER TASK GROUPS

WE ARE HERE

WE ARE HERE
## UWFT Deliverable Completion – April 2020

### ARCHITECT STAGE – EXIT CRITERIA

<table>
<thead>
<tr>
<th>Exit Criteria</th>
<th>% Complete</th>
<th>% Elapsed*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Configuration Workbooks</td>
<td>23%</td>
<td>26%</td>
</tr>
<tr>
<td>Business Process Workbooks</td>
<td>55%</td>
<td>43%</td>
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<tr>
<td>Configuration Tenant</td>
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<tr>
<td>Conversion Process</td>
<td>43%</td>
<td>49%</td>
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<tr>
<td>Reporting Strategy</td>
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<td>0%</td>
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<tr>
<td>HRP Remediation Catalog</td>
<td>25%</td>
<td>35%</td>
</tr>
<tr>
<td>Local vs. Shared Activities</td>
<td>9%</td>
<td>27%</td>
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</table>

### ARCHITECT

<table>
<thead>
<tr>
<th>Month</th>
<th>MAR</th>
<th>APR</th>
<th>MAY</th>
<th>JUN</th>
<th>JUL</th>
<th>AUG</th>
<th>SEP</th>
<th>OCT</th>
</tr>
</thead>
</table>

### KEY DELIVERABLES COMPLETED - APRIL

- Data Conversion Strategy
- Testing Strategy

### KEY SCHEDULE STATUS COMMENTS

- Adjusted start date for reporting strategy, as noted in March report to align with the start of Entigence, a firm who specializes in higher ed workday reporting.
- 15 of 23 Process Design Workshops covering 4 of the 8 end to end processes have been completed per plan.
- Initial conversion extract files have been received and data mapping sessions have started for those items identified as necessary for the configuration tenant.
- Local vs. Shared information is continued to be gathered as an outcome of the Process Design Workshops with a plan to meet / review with Op Model working group in May.
Bluecrane March QA report:

• “Even though the Program experienced changes to their work activities as a result of the pandemic, the Program is continuing to meet its commitments, working collaboratively with external partners, and adjusting to the “new normal” that we are all now experiencing

• “More specifically, in March, the Program made significant strides in reducing its risks in three key areas: preparing a more detailed schedule, developing a path forward for addressing technical readiness, and sharing more information on business process design”
Key Efforts in Architect

**1. Process Design Workshops Launch**
   (March – July 2020)

**2. Kick-Off Change Champions**
   (March 2020)

   (March – Sept 2020)

**4. Start Integrations and Gap App Design and Build**
   (April 2020 – June 2021)

**5. Systems Disposition Decisions**
   (Throughout Architect)

**6. Finalize Baseline Metrics**
   (Aug/Sept 2020)

**7. Sprints and Data Conversion Planning**
   (July – Sept 2020)

**8. Share Services Defined**
   (End of Sept 2020)

**9. Configure Tenant Built**
   (End of Sept 2020)
Our Journey – Business Process Design

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
## Defined Guiding Principles

<table>
<thead>
<tr>
<th>DRAFT SHARED SERVICES DEPLOYMENT PRINCIPLES</th>
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<tbody>
<tr>
<td>1</td>
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<td>2</td>
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<td>3</td>
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<td>6</td>
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<td>7</td>
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<tr>
<td>8</td>
</tr>
</tbody>
</table>
QUESTIONS
Cyber Intelligence Program

Rebekah Skiver Thompson
Interim Associate Vice President and Chief Information Security Officer, UW-IT
Cyber Intelligence Strategy

> What is cyber intelligence?

> Why is cyber intelligence important?
  – Reduces surprise; builds “situational awareness”
  – Helps focus efforts to protect high priority assets

> Threats, vulnerabilities, assets
Cyber Intelligence Methodology

> Determining focus
> Assumption of breach
> Building out capabilities with a small team:
  – Weekly intelligence report
  – Security Advocates program - force multiplier
  – Collaboration with other offices (e.g., Privacy, OR, APL)
> Outreach and education
> In-house development team
Current Threats

> Daily nuisances
> Organized crime and Advanced Persistent Threats (APTs)
> Insider threats
Current Threats: Daily Nuisances

> Daily nuisances
  – “Script kiddies”
  – Relatively easy to detect and block
  – Spam, phishing, re-use of passwords, money scams
Current Threats: Organized Crime & APTs

> Organized Crime
  – Business Email Compromise (BEC)

> Advanced Persistent Threats (APTs)
  – Silent Librarian (aka Cobalt Dickens, Mabna Institute): Iran
    > Targets: Research, technical, or medical universities/educational institutions in North America, Europe
    > Goal: Sell stolen credentials and access to library material
  – APT 40 (aka Leviathan, TEMP.Periscope): China
    > Targets: Maritime and engineering-focused entities, including research institutes, academic organizations, and private firms in the US
    > Goal: Espionage aligning with China’s Five-Year economic development plans; namely naval modernization
  – APT 29 (aka Cozy Bear, The Dukes): Russia
    > Targets: Primarily Western governments and related organizations
    > Goal: Collect intelligence in support of foreign and security policy decision-making; disinformation campaigns
Current Threats: Insider Threats

Insider threats can be malicious, coerced or inadvertent

- Disgruntled employees
- Staff, researchers, grad students, etc. compelled to “share” information with home government
- Includes ever-changing population of users needing new/ongoing education
Need for Expanded Resources

> FY21 increases to budget:
  – $250k from Technology Recharge Fee
  – Possible $$ match from Provost Reinvestment Fund

> Staffing
  – Grow consulting, outreach, education efforts
  – New federal and state laws (privacy, compliance) requiring more resources (consulting, analysis, forensics, IT solutions)

> Tools
  – Automating analysis in order to free up staff time requires purchasing $$ tools
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, 2020

<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>UW Finance Transformation Implementation</td>
<td>Mark Richards</td>
<td>3 - OCIO</td>
<td>(A)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$35,236,000</td>
<td>$269,247,000</td>
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<tr>
<td>Destination: One</td>
<td>Tim Dellit</td>
<td>3 - UW</td>
<td>(B)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$70,415,000</td>
<td>$159,500,000</td>
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<tr>
<td>Advancement CRM Replacement</td>
<td>Julie Brown, Dan Peterson</td>
<td>3 - OCIO</td>
<td>(C)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$1,385,000</td>
<td>$4,000,000</td>
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<tr>
<td>Clinical Trials Management System</td>
<td>John Slattery</td>
<td>2 - UW</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$9,546,000</td>
<td>$15,704,000</td>
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<tr>
<td>Northwest Hospital HR &amp; Labor Integration</td>
<td>Nicki McCraw</td>
<td>2 - UW</td>
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<td></td>
<td></td>
<td>$10,991,000</td>
<td>$14,974,000</td>
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<tr>
<td>UWM Data Analytics Warehouse</td>
<td>Adam Wilcox</td>
<td>2 - UW</td>
<td>new</td>
<td></td>
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<td></td>
<td></td>
<td>$1,015,000</td>
<td>$5,172,000</td>
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<tr>
<td>LQI Leases</td>
<td>Susan Camber</td>
<td>2 - UW</td>
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<td>$212,000</td>
<td>$540,000</td>
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<td>F&amp;A Space</td>
<td>Sue Camber</td>
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<td>$50,000</td>
<td>$246,000</td>
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<tr>
<td>Transportation System Improvement Project</td>
<td>John Chapman</td>
<td>1 - UW</td>
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<td></td>
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<td>$3,144,000</td>
<td>$3,371,000</td>
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<tr>
<td>Finance E-Commerce/Touchnet</td>
<td>Brian McCratt</td>
<td>1 - UW</td>
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<td>$306,000</td>
<td>$1,000,000</td>
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<td>Audit/Compliance of Unstructured Network Data</td>
<td>Xiao-Ping Chen</td>
<td>1 - UW</td>
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<td></td>
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<td>$57,000</td>
<td>$60,000</td>
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</table>

**11 projects**

**Actual Cost**

<table>
<thead>
<tr>
<th>Actual Cost</th>
<th>Budget</th>
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</thead>
<tbody>
<tr>
<td>$132.4M</td>
<td>$473.8M</td>
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</table>

### Notes:

- **(A)** FT Implementation started Stage 2 in January; this resets the prior ratings from Stage 1. Note that total Budget and Actual Cost includes both stages to show total investment approved by Board of Regents and State OCIO.
- **(B)** D:1 leadership determined that a three month extension for go-live date is necessary, which will ensure enough time for robust testing.
- **(C)** Advancement leadership approved a plan to rebaseline the project, with 2021 go live extended by four months.
- **(D)** F&A determined that InVision solution available through UW Facilities Services will provide the needed functionality through a planned InVision enhancement; that collaborative work will be reflected in June report.

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(over for Program Operations impacts)
<table>
<thead>
<tr>
<th>Program Operations</th>
<th>Executive Leadership</th>
<th>Major Projects Interdependencies Assessment</th>
<th>Note: ISC and UW-IT resources are tracked within the major projects’ budgets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrated Service Center</td>
<td>Ann Anderson</td>
<td>- Number one priority is COVID-19. Significant effort has gone into updating Workday for new state/federal leave and tax provisions.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- For the quarter starting April 1 thru June 30 we are implementing a new approach for Workday changes with both HR partners (AHR and UW-HR) contributing input to a shared priority list and planning the prioritized work against resource capacity. The quarterly priorities and timing are transparent to our shared customers. This is consistent with what was reviewed with partners and customers at the most recent HCM Workday Governance meeting. COVID-19 caused a temporary reprioritization.</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>- Neighborhood Clinics Project launched, a revised resource approach has been proposed given resource constraints with multiple projects. We are on track for the initial phase given we have resource assistance from Huron (brings the knowledge and experience of NWH project, which had a successful go live on January 1st).</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- We have several key technical openings due to people moving to FT roles and are working on plans to address. We are approaching a higher volume time of the academic year for the ISC and Unit administrators.</td>
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<tr>
<td></td>
<td></td>
<td>- Working with UWFT on an engagement model focusing upon HCM remediation.</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>- Do have concerns about resources looking forward as multiple projects ramp up.</td>
<td></td>
</tr>
<tr>
<td>UW-IT</td>
<td>Aaron Powell</td>
<td>- UW-IT focused on COVID-19 response and maintaining essential university operations, impacts projects. Current Major Projects UW-IT is engaged in: UWFT, Advancement CRM, UW Neighborhood Clinic integration to UW Medicine, D:1.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- UW-IT staffing up new Program (ITF) to handle UW-IT’s work on UWFT, reporting directly to the CIO. Hiring has slowed down due to COVID-19. UWFT schedule not yet integrated with IT partners, making the feasibility of the planned UWFT schedule unknown. Some concern around key UW-IT and campus staff joining UWFT and how this may impact ability to maintain current financial systems. There is potential for risks to become critical in next few months.</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>- Advancement CRM schedule re-baselined and UW-IT deliverables and timelines defined. Risk is that scope continues to shift. COVID-19 impacts likely in some but not all areas of UW-IT work on this project.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- UW Neighborhood Clinic Project just beginning, impact to UW-IT expected to be fairly minimal, due to re-use of solution developed for NWH Project.</td>
<td></td>
</tr>
</tbody>
</table>

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**Oversight Level Key**

1. Overseen by UW management and staff. Requires OCIO approval and reporting if over delegated authority.

2. OCIO approval required and regular project reporting. Quality Assurance (QA) reporting required, maybe internal or external. OCIO may recommend project to be full Technology Services Board (TSB) oversight.

3. High severity and/or high risk, subject to full TSB oversight, which includes TSB approval, written reports to the TSB, periodic status reports to the TSB by the agency director and staff, and submission of other reports as directed by the TSB. External QA reporting required.

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**Project Health Key**

- **Overall Risk Rating of 5-10 is Green**
  - Project is on time, on budget, and within defined scope, with minimal issues.

- **Overall Risk Rating of 11-17 is Yellow**
  - Changes to scope, budget, or resources have placed project at some risk.
  - Project has the potential for delays, cost or scope changes.

- **Overall Risk Rating of 18-25 is Red**
  - Major changes to scope, budget or resources have placed project at critical risk. One or more of the following must change in order to proceed: project schedule, resources, budget, scope.
<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>
</tr>
</thead>
<tbody>
<tr>
<td>Finance Transformation Readiness</td>
<td>Mark Richards</td>
<td>3 - OCIO</td>
<td>n/a</td>
<td>transitioned to UW FT</td>
<td>absorbed into UW FT Budget</td>
</tr>
<tr>
<td>Pharmacy Inventory Management System</td>
<td>Shabir Somani</td>
<td>2 - UW</td>
<td>Final: Sep, 2019</td>
<td>Dec, 2019</td>
<td>$14,619,000</td>
</tr>
<tr>
<td>HFS Point of Sale</td>
<td>Pam Schreiber</td>
<td>2 - UW</td>
<td>Final: Nov, 2019</td>
<td>Nov, 2019</td>
<td>$755,000</td>
</tr>
<tr>
<td>ICA Group Sales</td>
<td>Erik Jones</td>
<td>1 - UW</td>
<td>Final: Oct, 2019</td>
<td>Dec, 2019</td>
<td>no costs - level of staff effort only</td>
</tr>
</tbody>
</table>
Wrap Up
QUESTIONS AND DISCUSSION