AGENDA

> Call to Order
> Welcome from the new CIO
> IT Governance discussion
> IT Project Portfolio Executive Summary and UW FT Combined Quarterly Report
> Wrap up
Welcome from the New CIO

Andreas Bohman
Vice President for UW-IT and CIO
IT Governance Discussion

Andreas Bohman
Vice President for UW-IT and CIO
IT Governance at the UW

IT Strategy Board

IT Service Investment Board

IT Service Management Board

TRF Advisory

President Provost

Vice President for UW-IT and CIO

- Strategic Plans; Recommend Policies; Funding Strategies
- Provide Analysis; Identify Issues; Recommendations
- Prioritize Projects; Recommend Funding Levels; TRF Review
- Service and Process Improvement Recommendations

Guidance on Strategic Direction

Refer Issues; Provide Input

Refer Issues; Provide Input

Direction on Changes to Services
UW Data Governance

**Stewardship**

- Institutional Data Stewards
  - Executives (e.g., VPs) who represent the entire domain in strategic discussions
  - Liaise

- Data Domain Council Chairs
  - Select leaders (e.g., AVPs) who represent the domain council's interests at the enterprise level
  - Collaborate

- Data Sub-domain Stewards
  - Leaders (e.g., AVPs, directors) who represent the data within a business area

**Governance**

- Data Governance Steering Committee
  - Enterprise, cross-domain focus on strategic decision-making
  - Member

- Data Governance Operational Committee
  - Enterprise, cross-domain focus on process, policies and solutions
  - Member

- Data Domain Councils
  - Focus on topics unique to each council's domain
  - Member

**Business / IT / Other Stakeholders**

- Unit leaders
  - Sr. leaders (e.g., Deans, VPs, directors) who promote data governance in their unit, ensure unit strategy aligns, resolve unit-specific data issues, and escalate, as needed

- Other data-responsible groups
  - (e.g., Research Reporting Group, Privacy Steering Committee, Tri-campus Institutional Research Group)

- Data-responsible individuals/teams
  - Subject matter experts on data or systems who uphold stewardship in their work (e.g., data scientists, analysts)
Other IT Governance

> Faculty Council on Information Technology & Cybersecurity
> Hyak Governance Board (HGB)
> Report Prioritization Group (RPG)
> Security Advisory Committee
> Privacy Steering Committee
> UW Bothell and UW Tacoma
> UWFT Program Governance
> and many others...
How Do All These Groups Work Together?

Data Governance Steering Committee
Enterprise, cross-domain focus on strategic decision-making

Data Governance Operational Committee
Enterprise, cross-domain focus on processes, policies and solutions

Data Domain Councils
Focus on topics unique to each council's domain

IT Strategy Board

IT Service Investment Board

IT Service Management Board

Ad Hoc Demand Signals

Other Governance Bodies
IT Requests Come From All

Group A

Members: Aaron Powell, Kristin Esterberg, Dan Turner, Denzil J Suite, Joy Williamson-Lott (with Piet)

- Adaptive technology in classrooms and in other areas such as web sites
- Technology that enables flexibility for remote/hybrid -- without putting the burden on the SU
  - Enabling our overall shift to hybrid
  - Keeping us competitive in employment
- Better support students through the use of technology
- Get better data into the hands of decision-makers
  - Multiple offices can contribute
- Make more "global" decisions on some technology initiatives and more centralized knowledge and pooling of resources
  - Leverage advantages of both centers
- Help faculty and staff better use information resources (such as policy and compliance requirements)
- Use technology to enhance physical security
- Work as a community on cyber-security
- Attention for older systems that are a stopgap

IT Service Management Board Recommendations

Published February, 2020:

“Actionable in the near term. Informative in a larger strategic context.”

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
Our Governance Model at the UW

How do we prioritize work and resources?

Other Governance Bodies

Ad Hoc Demand Signals
Governance Operating Model

In order to best support the institution, what is our decision-making engine to drive strategy?

> Who decides which new IT request needs action, and what level of priority to turn request into strategy?
> How does funding get allocated to the new request?
> What’s the right operating model to build/run this new strategy? (centralized, federated, distributed)
> Who builds/runs the strategy?
> What kind of support would the board need to play this role?
Discussion: Governance Operating Model
QUESTIONS
IT Project Portfolio Executive Summary and UW FT Combined Quarterly Report

Erik Lundberg
Assistant Vice President, Research Computing & Strategy, UW-IT
## Project Portfolio Executive Summary - 03/31/22

<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>Risk &amp; Issues Rating</th>
<th>Actual Cost</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance Transformation Combined Program</td>
<td>Mark Richards, Chris Mercer</td>
<td>UW</td>
<td>(A)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$171,977,000</td>
<td>$339,906,000</td>
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<tr>
<td>Advancement CRM Replacement</td>
<td>Julie Brown, Dan Peterson</td>
<td>3 - OCIO</td>
<td>(D)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$4,084,000</td>
<td>$4,100,000</td>
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<tr>
<td>UWM Data Analytics Warehouse</td>
<td>Mc Broom, Richard Goss</td>
<td>2 - UW</td>
<td>(C)</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>$4,199,000</td>
<td>$5,031,000</td>
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<tr>
<td>Electronic Document Management System Replacement</td>
<td>Anja Canfield-Budde</td>
<td>2 - UW</td>
<td>(D)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$1,007,000</td>
<td>$3,000,000</td>
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<tr>
<td>Graduate School Admissions Modernization</td>
<td>Joy Williamson-Lott</td>
<td>2 - UW</td>
<td>New</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$0</td>
<td>$0</td>
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<td>UWF AiMR</td>
<td>Tim Rhoades</td>
<td>1 - UW</td>
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<td>$107,000</td>
<td>$403,000</td>
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<tr>
<td>Gradescope</td>
<td>Aaron Timss</td>
<td>1 - UW</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$159,000</td>
<td>$265,000</td>
</tr>
</tbody>
</table>

### Notes:

(A) The total cost and budget for the project include the initial Readiness project ($23M). Also included in the central budget are Contingency, Reserves and Executive Director funds; and underspending within sub-projects will be moved to Reserves in the central budget on a monthly basis.

Overall Program health changed by one point.

(B) AdvCRM is trending down (by two points), and is in the process or re-baselining the budget, schedule and scope.

(C) DAWG has re-baselined Schedule and Scope to significantly improve health (by four points), and is in the process of adjusting budget.

(D) EDM has successfully re-baselined to bring health back to green (by eight points). Last quarter was yellow, and trending toward red.
### Integrated Service Center

**Program Area:** Major Projects  
**Executive Leadership:** Ann Anderson  
**Status:** Green-Yellow  

**Major Projects Interdependencies Assessment:**

- **Overall rating:** Green-Yellow. This rating relates to the impacts of UWFT and other new work requests to balance against current commitments.

- **Large Projects:**
  - HB2689 – adding part-time employees to state civil service. Anticipated implementation July 1, 2022; testing scheduled to begin May thru June.
  - **UWFT** – The FT Program begins Cycle 1 of End-to-End testing on April 4. We are working through design recommendations in partnership with FT and have as a top priority to understand the impacts to ISC current configuration and stable processes. ISC teams have had a more active role in Cycle 1 testing than anticipated and hope to gain additional insights from the test results. (Details of the work in the FT Program are captured in the Combined FT report.)

- **Issues:**
  - Like all departments across the university, the ISC continues to experience attrition. The subsequent recruiting and on-boarding impacts our resourcing.
  - Our project work continues to be fluid and heavily dependent upon state statutes and regulations.
  - Critical to our success is the agreed upon process to submit new large project work for review by the Workday Committee for prioritization and, if needed, resourcing and funding.

### UW-IT

**Program Area:** Major Projects  
**Executive Leadership:** Andreas Bohman  
**Status:** Yellow  

**Major Projects Interdependencies Assessment:**

- **Overall rating:** Yellow

- **Adv CRM (UW-IT internal supporting project)** – End date extended, with new go-live date still TBD. The closer the new ADV go-live date moves to FT go-live, the greater the risk of severely limited UW-IT resource availability.

- **UW FT** – The amount of contributed labor required of UW-IT staff continues to increase; which could have an impact on normal operations; this is being closely monitored. Concerns around decision timelines and open questions remain.

- **FT Post Go-Live** – A new Process Transformation Team (PTT) effort has started to scope and clarify the unit-level roles and responsibilities for ongoing operations, includes UW-IT representation. UW-IT is defining and sizing that work through an internal project. There will incur technical debt (future project work needed to remediate) The scope of that debt is not yet understood, but will likely be significant.

- **Staffing Risks** – In addition to above, the two major projects, UW FT and Adv CRM, are at risk due to staffing.

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**Completed Projects - Mar 31, 2020**

<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>Clinical Trials Management System</td>
<td>John Slattery</td>
<td>2-UW</td>
<td>Sept 13, 2021</td>
<td>Dec 31, 2021</td>
<td>$12,257,000</td>
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<td>MSIM Online Program Management</td>
<td>Anind Dey</td>
<td>2-UW</td>
<td>Mar 1, 2021</td>
<td>Dec, 2021</td>
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<tr>
<td>Public Records</td>
<td>Ann Anderson</td>
<td>1-UW</td>
<td>Oct 20, 2021</td>
<td>Jan, 2022</td>
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</tbody>
</table>
### UW Enterprise IT Projects

#### *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.

#### *Project Health Key*

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

- 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 11-17 is Yellow**

- 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.
  - **Overall Risk Rating of 18-25 is Red**
# UW FT Combined Program

## Executive Summary - 3/31/2022

<table>
<thead>
<tr>
<th>Project</th>
<th>Leader</th>
<th>Program Area</th>
<th>Overall Project Health*</th>
<th>Budget Rating</th>
<th>Schedule Rating</th>
<th>Scope Rating</th>
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<tr>
<td>Finance Transformation Program</td>
<td>Mark Richards, Chris Mercer</td>
<td>UW</td>
<td>(A)</td>
<td><img src="#" alt="Red" /></td>
<td><img src="#" alt="Green" /></td>
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<td>$171,977,000</td>
<td>$339,906,000</td>
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</table>

### Functional
- Paula Roso

### Technical
- Gail Rogers

### Change Management
- Jeff Bishop

### Project Management
- Elise Barho

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## Enterprise Systems Remediation

<table>
<thead>
<tr>
<th>Area</th>
<th>Leader</th>
<th>Overall Project Health*</th>
<th>Budget Rating</th>
<th>Schedule Rating</th>
<th>Scope Rating</th>
<th>Resource Rating</th>
<th>Risk &amp; Issues Rating</th>
<th>Actual Cost</th>
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<tr>
<td>UW Medicine</td>
<td>Sarah Cantwell</td>
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<td>Research Administration</td>
<td>Ryan Green</td>
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<td>Finance Readiness Program</td>
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<td>Integrated Service Center</td>
<td>Greg Koester</td>
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<td>UW-IT</td>
<td>Rob McDade</td>
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<td><img src="#" alt="Green" /></td>
<td><img src="#" alt="Green" /></td>
<td>$4,665,388</td>
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</tbody>
</table>

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## Departmental Systems Remediation (Campuses, Schools, Colleges, Departments, Auxiliaries)

<table>
<thead>
<tr>
<th>Unit Readiness</th>
<th>Overall readiness of academic, medicine and administrative units</th>
<th>The Systems Design Support (SDS) retirement sessions have begun. Outside of the SDS sessions, the program has not fully defined responsibilities and processes for engaging with campus on topics such as testing and cutover.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Side System Remediation</td>
<td>Overall status outside the Core Program and Enterprise Systems</td>
<td>Some campus units are behind in their deliverables and escalations are proceeding to assist them. Also working with Units to help determine best E2E cycle. Only one of 30-40 systems that need to integrate with Workday has engaged with the Program.</td>
</tr>
</tbody>
</table>

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9 separate projects under one Combined Program, plus 2 areas of work across the campus

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Notes:

(A) The total cost and budget for the project include the initial Readiness project ($23M). Also included in the central budget are Contingency, Reserves and Executive Director funds; and underspending within sub-projects will be moved to Reserves in the central budget on a monthly basis.

Overall Program health changed by one point.

(B) Four FTE were transferred from EPMO to the Functional Pillar. The budget and actuals – including history – for those staff were transferred as well.
QUESTIONS
QUESTIONS AND DISCUSSION