AGENDA

> Call to order

> Transformational Changes in 2023
  > UW-IT Restructuring
  > UWFT Go-Live and related changes
  > ISC Changes, incl. transition of functional work
  > IT Governance 2.0
  > HR & Finance Workday Governance

> UW-IT Budget Status
  > Trends in Reserve Balance
  > FY25 budget strategy

> IT Project Executive Summary

> Wrap up
Transformational Changes in 2023
Strengthening the IT Organization

Providing Reliable Support
Changes in the ISC

Delivering Business Transformation
UWFT Go-Live

Sustaining Change & Partnerships
HR & Finance Workday Governance

Institutional Ownership of IT
IT Governance 2.0
Strengthening the IT Organization

Providing Reliable Support

Changes in the ISC

Delivering Business Transformation

UWFT Go-Live

Sustaining Change & Partnerships

HR & Finance Workday Governance

Institutional Ownership of IT

IT Governance 2.0
UW-IT Restructuring

Andreas Bohman
Vice President for UW Information Technology & Chief Information Officer
Strengthening the IT Organization

Providing Reliable Support

Delivering Business Transformation

Sustaining Change & Partnerships

Institutional Ownership of IT

Changes in the ISC

UW-IT Restructuring

HR & Finance Workday Governance

IT Governance 2.0

UWFT Go-Live

University of Washington
UWFT Status Update

Chris Mercer
Executive Director of UW Financial Transformation

IT Service Investment Board - March 27, 2023
AGENDA

I. Program Status
II. Results of First Readiness Assessment
III. Testing Update
IV. Cutover Update
V. Budget Update
VI. Questions
Program Status

- Program status remains YELLOW
- Focusing on Go Live Critical (GLC) delivery of capability, integrations and reports
- Sustainment activity underway leveraging lessons learned from HRP implementation
- Formal Supplemental Integration and Remediation Testing (SIRT) scheduled to wrap up this week
- User Acceptance Testing scheduled to begin on April 24th
- Two cutover dress rehearsals completed with the third schedule for next month
- Concentrating on business impacts at cutover including frost/freeze, interim processing and catch-up transactions
## Results of First Readiness Assessment

### Functional Pillar
- **Status**
- **AA2R** (Asset Acquire to Retire)
- **CR2P** (Customer Req. to Payment)
- **GA2C** (Grant Award to Close)
- **H2R** (Hire to Retire)
- **MCFA** (Manage Cash & Fin. Assets)
- **P12C** (Project Inception to Close)
- **PMTB** (Plan & Manage The Biz)
- **R2R** (Record to Report)
- **Reporting**
- **Security**

### FTT Pillar
- **Status**
- **Change Management, Communications and Training**
- **System Remediation and Integrations**
- **Enterprise Data Platform**
- **System Retirements**
- **UW Connect**
- **Data Conversion**
- **Reporting**
- **Testing**
- **Cutover**

### FRP Pillar
- **Status**
- **Change Management, Comms and Training**
- **System Remediation and Integrations**
- **System Retirements**
- **Conversion**
- **Security**
- **Testing**
- **Documentation**
- **Cutover**

### UW Medicine Pillar
- **Status**
- **Change Management, Comms and Training**
- **System Remediation and Integrations**
- **System Retirements**
- **Conversion**
- **Security**
- **Testing**
- **Documentation**
- **Cutover**

### Research Admin. Pillar
- **Status**
- **Change Management, Comms and Training**
- **System Remediation and Integrations**
- **System Retirements**
- **Conversion**
- **Security**
- **Testing**
- **Documentation**
- **Cutover**

### IT Enterprise Systems Pillar
- **Status**
- **Integrations**

### PMO Pillar
- **Status**
- **Operations**
- **Cutover**
- **Tenant Build**
- **Testing**

### ISC Pillar
- **Status**
- **Security**
- **Sustainment**

---

**Legend**
- Green: Pending & On Track
- Yellow: Workaround
- Red: Failed
- Gray: Need Data

**Next Assessment to include Operating Model and Unit Readiness**
Functional Pillar

- **Procurement and Supply Chain (P&SC)** remains the highest risk area
- Final design creating delays with testing and integrations
- Other critical areas of risk include **Plan and Manage The Business (PMTB)** and **Grant Award to Close (GA2C)**
- Significant Workarounds identified for **Manage Cash and Financial Assets (MCFA)** and **Project Inception to Close (PI2C)**
- Teams working to resolve Failed and Workaround items prior to deployment
Contingency plans

Purpose
• To document and review contingency plans for objects (systems, integrations, future state reports) that will not complete testing by the end of March
• To prompt object owners to consider and prepare for possible beyond-SIRT (Supplemental Integration and Remediation Testing) development or testing, to mitigate problems with UAT (User Acceptance Testing) or other phases
• To provide views for leadership of objects not fully tested to gauge readiness as we approach go-live

In-Scope
• Systems, Integrations and Future State Reports (FSRs) not fully tested by end of SIRT (3/31/23)
• All Tiers included
• Any above objects delivered or expected to be delivered after March 15 but still included in cutover/go-live
• Test Cycle = “Post-SIRT”

Out of scope
• Any above objects expected to be delivered after go-live
Testing Update

User Acceptance Testing (UAT)

• Start delayed until April 24
• Will include key integrations via EDP (Enterprise Data Platform)
• Additional time to wrap up design and testing
• More advanced notice to accommodate testing participation
• Testing of a more complete solution
• A more productive and meaningful end user experience
Cutover Update

• As a result of a successful cutover dress rehearsal #2, we have confirmed the probability of the go-live date of July 5, 2023
• We would like to reserve July 6th for contingency purposes should the need arise
• Will present to Sponsors this week for final decision
• Process area teams have been meeting to discuss operation impacts of cutover schedule
• A communications template has been developed and distributed to primary business owners
• Communications are beginning and details will be consolidated on our cutover page within the UWFT Change Network
## UWFT IMPLEMENTATION PHASE – BUDGET TO ACTUALS
### FEBRUARY 2023

<table>
<thead>
<tr>
<th>$ in millions</th>
<th>Phase-To-Date Jan 20 – Feb 23</th>
<th>Forecast</th>
<th>Total Implementation Phase</th>
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<td></td>
<td>Budget</td>
<td>Actuals</td>
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<td><strong>Staff Labor</strong></td>
<td>115.5</td>
<td>96.9</td>
<td>18.6</td>
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<tr>
<td><strong>Contract Labor</strong></td>
<td>20.1</td>
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<td>(18.6)</td>
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<td><strong>Total UW Labor</strong></td>
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<td>135.6</td>
<td>0</td>
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<tr>
<td><strong>Implementation Vendor</strong></td>
<td>44.4</td>
<td>51.3</td>
<td>(6.9)</td>
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<tr>
<td><strong>Other Consulting</strong></td>
<td>12.1</td>
<td>10.6</td>
<td>1.5</td>
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<tr>
<td><strong>Total Consulting &amp; Labor</strong></td>
<td>192.0</td>
<td>197.5</td>
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<tr>
<td><strong>Technology Costs</strong></td>
<td>34.0</td>
<td>30.3</td>
<td>3.8</td>
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<tr>
<td><strong>Support &amp; Overhead</strong></td>
<td>8.2</td>
<td>7.1</td>
<td>1.1</td>
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<tr>
<td><strong>Total Non-Labor</strong></td>
<td>42.2</td>
<td>37.4</td>
<td>4.9</td>
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<td><strong>Total Before Contingency</strong></td>
<td>234.3</td>
<td>234.9</td>
<td>(0.6)</td>
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<tr>
<td><strong>Contingency</strong></td>
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<td>-</td>
<td>-</td>
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<tr>
<td><strong>Total Costs</strong></td>
<td>$234.3</td>
<td>$234.9</td>
<td>($0.6)</td>
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</table>

(a) Estimate of $3.4M for retention bonus payouts added to the forecast to reduce future program attrition
(b) Difficult labor market has driven a shift to higher-cost contract labor in the short and long term
(c) Change orders for support with operating model, HRP remediation, and additional business process documentation
(d) Consultant support on SDA, FDR and other estimated to remain less than planned
(e) Workday subscription renewal for FY23 and additional tenant cost lower than planned

Note: Values may not add precisely due to rounding
QUESTIONS
UW-IT & ISC Changes

Jennifer Dunn
Executive Director of the ISC, UW-IT
ISC welcomed into UW-IT
QUESTIONS
Strengthening the IT Organization

UW-IT Restructuring

Delivering Business Transformation

UWFT Go-Live

Providing Reliable Support

Changes in the ISC

Sustaining Change & Partnerships

HR & Finance Workday Governance

Institutional Ownership of IT

IT Governance 2.0
IT Governance 2.0

Jim Phelps
Director of Enterprise Architecture & Strategy

IT Service Investment Board - March 27, 2023
Current Governance Initiatives

**IT Governance 2.0**
- Business governance of IT across all UW domains
- Gather broad input and iterate on improvements

**HR & Finance Workday Governance**
- Govern HR & Finance applications (Workday ecosystem)
- Establish governance & begin using before UWFT go-live

---

Gather input across the UW
Kick off Working Group
Ideate on problems & solutions
Prioritize & prototype changes
Assess benefits

--- Iteratively ---

Define initial relationship

Define & charter
Kick off new structure April 2023
Assess and improve over time
The journey so far

2022 Change in CIO

- Listening to UW stakeholders (heard asks for more standardization, shared solutions)
- Understanding current governance
- Hearing concerns about governance and opportunities
- Understanding CIO responsibilities and how they relate to governance

2022-23 Governance Group Conversations

- Listening for pain points and opportunities
- Discussion of scenarios and the role of IT governance
- Summarizing initial direction

2023 IT Governance Working Group

- Forming the design team
- Aligning on context and goals
- Working toward recommending changes
Working Group Design Process

1. **Form the design team**
   - Charter the Working Group
   - Invite members
   - Set expectations and norms
   - Identify methods to use as a team

2. **Align on context and goals**
   - Review background materials
   - Identify initial goals and envision future state

3. **Recommend changes**
   - Ideate on strategies, objectives, and tactics within goals
   - Prioritize top objectives and tactics to define further
   - Recommend the most actionable, feasible changes to the IT Strategy Board

4. **Deliver new capabilities**
   - Identify resources to carry out changes; potentially form project teams
   - Design changes in detail, and define change management plans
   - Implement changes and change management plans

5. **Assess and improve outcomes**
   - Hand off changes to be operated
   - Assess outcomes of changes
   - Propose improvements
Taking a Broad View of What’s Needed for a Governance System

COBIT: Components of a Governance System

- Processes
- Organizational Structures
- People, Skills and Competencies
- Principles, Policies, Procedures
- Culture, Ethics and Behavior
- Information
- Services, Infrastructure and Applications
Taking a Broad View of What’s Needed for a Governance System
(With examples from stakeholder input so far)

Need transparency and navigability of governance processes

Need alignment on the intended value of governance to the UW

Need clarity about central governance authority and local autonomy

Need information and analysis for decision-making

Need clarity about governance structures & their purpose

Need ability to link up governance groups that have evolved related to IT
Initial Working Group Timeline

Our initial focus:

- March 2, 10:00 am for 1 hour: Kick-Off
- March 13, 10:00 am for 2 hours: Session #1
- Small group synthesis work
- March 30, 10:00 am for 1 hour: Session #2
- April 6, 3:30 pm for 1 hour: Session #3
- Initial findings to be shared with IT Strategy Board on April 23
- Continued work into Summer to be scheduled
Strengthening the IT Organization

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IT Governance 2.0
HR & Finance Workday Governance

Piet Niederhausen
Enterprise Business Architect, UW-IT

IT Service Investment Board - March 27, 2023
Current Governance Initiatives

IT Governance 2.0
- Business governance of IT across all UW domains
- Gather broad input and iterate on improvements

IT Governance 2.0 Timeline:
- Gather input across the UW
- Kick off Working Group
- Ideate on problems & solutions
- Prioritize & prototype changes
- Assess benefits

--- Iteratively ---

Gather input
- Iteratively

HR & Finance Workday Governance
- Govern HR & Finance applications (Workday ecosystem)
- Establish governance & begin using before UWFT go-live

HR & Finance Workday Governance Phases:
- Define & charter
- Kick off new structure April 2023
- Assess and improve over time

Define initial relationship
Designing the Governance System for HR & Finance
(Example components)

Create processes for planning, project portfolio, and customer input

Define roles and add resources to support governance

Build a partnership across HR and Finance CBUs and IT partners

Adapt and transition existing structures

Establish three levels of governance and their interactions

Support governance with information for prioritization and planning

Image source: COBIT 2019 Framework Introduction and Methodology
What’s Changing?

Existing ISC Workday Governance and UWFT program governance are transitioning into a new HR & Finance Workday Governance model.

The new model adds:

- Expanded executive oversight and participation
- Expanded representation from central business units and IT service providers across the HR & Finance domain
- Expanded scope, covering both ongoing business transformation and systems across the HR & Finance domain
- Expected to be in place by go-live and will replace PAT and Sponsors.
# Key Elements: HR & Finance Workday Governance

## Governance Structures

<table>
<thead>
<tr>
<th>Level 1: Executive Sponsor Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide executive-level direction, strategic alignment, and investment for major changes in the domain and for this governance model.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Level 2: HR &amp; Finance Applications Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide business leadership, prioritization, alignment, and standards for changes to applications in the domain.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Level 3: HR &amp; Finance Applications Change Control</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide ongoing coordination and review of changes to applications as needed to ensure that Workday and related applications remain stable and well designed.</td>
</tr>
</tbody>
</table>

## Processes

- Quarterly Planning
- Project Planning and Review
- Customer Advisory Process

## Supporting Functions

- PPM Supporting Function
- Customer Engagement
- Governance Operations
Members at Levels 1 and 2 *(subject to change as these groups hold initial meetings)*

**Level 1: Executive Sponsor Group**
- *Chair:* Margaret Shepherd
- *Chair:* Mark Richards (transitional)
- Andreas Bohman
- Brian McCartan
- Chris Mercer
- Eric Neil
- Fredrick Nafukho
- Jacqueline Cabe
- Mari Ostendorf
- Mindy Kornberg
- Sarah Norris Hall

*With participation from Deloitte, Workday, and Bluecrane*

**Level 2: HR & Finance Applications Board**
- *Co-Chair:* Ryan Markowski
- *Co-Chair:* Jennifer Dunn
- Alissa Mahar
- Anja Canfield-Budde
- Ann Anderson
- Casey St. Clair
- Chris Mercer
- Erick Winger
- Erik Walerus
- Jason Campbell
- Jim Kresl
- Kristal Mauritz-Miller
- Margaret "Peg" Stuart
- Maureen Broom
- Rachel Gatlin
- Mary Mulvihill
- Shared Environment Representatives
What We’ll Learn About for IT Governance 2.0

> How to **support and coordinate** governance groups in an active domain, including staffing Governance Operations

> How to **track and prioritize** high urgency issues and projects in a complex domain

> How to **engage executives** in setting direction and strategy in a domain

> How to **define investment opportunities** for governance to pursue, in order to continue to maximize the value of Workday for the UW

> How to **communicate with and engage business and IT stakeholders** across the whole UW who are affected by HR & Finance governance decisions

> The **team / staffing requirements** needed to effectively support governance.

  — Creating two new positions: **Governance Operations Specialist** and a **Governance Analyst** position to support both HR & Fin Domain Governance and IT Governance.
QUESTIONS
UW-IT Budget Status

Alissa Mahar
Associate Vice President for Operations, UW-IT
### FY23 budget and FY24 forecast as of March 2023

<table>
<thead>
<tr>
<th>UW-IT Operating Forecast</th>
<th>FY23 Revised Forecast</th>
<th>FY24 Forecast</th>
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<tbody>
<tr>
<td><strong>Beginning Fund Balance</strong></td>
<td>21,478,419</td>
<td>9,036,596</td>
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<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
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<tr>
<td>GOF/DOF Funding</td>
<td>53,269,339</td>
<td>53,186,339</td>
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<tr>
<td>Self-Sustaining Services</td>
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<td>Technology Recharge Fee</td>
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<td>Funding Transfers</td>
<td>(1,476,000)</td>
<td>(1,000,000)</td>
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<tr>
<td>FT Sustainment</td>
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<td>1,510,000</td>
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<tr>
<td><strong>Total Revenues</strong></td>
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<td>114,965,254</td>
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<tr>
<td><strong>Expenses</strong></td>
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<tr>
<td>Salaries &amp; Benefits</td>
<td>64,035,511</td>
<td>67,175,317</td>
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<tr>
<td>Operations</td>
<td>51,812,365</td>
<td>50,026,765</td>
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<tr>
<td>Operations - FT Sustainment</td>
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<td>1,510,000</td>
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<tr>
<td>Capital Expenses</td>
<td>3,000,000</td>
<td>2,000,000</td>
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<tr>
<td><strong>Total Expenses</strong></td>
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<td>120,712,082</td>
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<tr>
<td><strong>Total Add To / (Use of) Fund Balance</strong></td>
<td>(12,441,823)</td>
<td>(5,746,828)</td>
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<tr>
<td><strong>Ending Fund Balance</strong></td>
<td>9,036,596</td>
<td>3,289,768</td>
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</table>
FY24 Budget

> Meeting with President and Provost on April 5
> FY24 - intended to be FY23 budget + significant changes below
  – Capturing significant changes such as ServiceNow, Microsoft
  – Enterprise Risk Management
  – FT sustainment funds and ISC funds will follow
> FY25 - new annual budget process with planning starting in Fall 2024
FY25 Planning/Budget Cycle

Strategy, planning, priorities = focus
FY25 Budget dev. aligned with "focus"
Execution of work & monitoring progress
Assessment, Evaluation, KPIs

Fall 2023
Winter
Begins July 1, 2024
Year Round
QUESTIONS
IT Project Executive

Summary

Jacob Morris
Interim Associate Vice President for Research Computing & Strategy, UW-IT
# UW Enterprise IT Projects

## Project Portfolio Executive Summary - Dec 31, 2022 (Final)

<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>
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<td>3 - OCIO</td>
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<td><img src="#" alt="Green Down" /></td>
<td><img src="#" alt="Green Down" /></td>
<td><img src="#" alt="Green Down" /></td>
<td>$245,019,000</td>
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<td>Advancement CRM Replacement</td>
<td>Julie Brown, Tamara Josserand</td>
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<td>UWF AIMR</td>
<td>Tim Rhoades</td>
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<td>$216,000</td>
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<td>$267,000</td>
<td>$267,000</td>
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8 projects

<table>
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<th>Actual Cost</th>
<th>Budget</th>
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<td>$261.6M</td>
<td>$359.3M</td>
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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.
## UW FT Combined Program

**Executive Summary - 12/31/22**

<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>
<th>Resource Rating</th>
<th>Risk &amp; Issues Rating</th>
<th>Actual Cost</th>
<th>Budget †</th>
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<tbody>
<tr>
<td>Finance Transformation</td>
<td>Mark Richards,</td>
<td>UW</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$245,019,000</td>
<td>$339,906,000</td>
</tr>
<tr>
<td>Combined Program</td>
<td>Chris Mercer</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Functional</td>
<td>Paula Ross</td>
<td>Program</td>
<td>Down</td>
<td>Green</td>
<td>Yellow</td>
<td>Yellow</td>
<td>Yellow</td>
<td>Yellow</td>
<td>$24,661,047</td>
<td>--</td>
</tr>
<tr>
<td>Technical</td>
<td>Gail Rogers</td>
<td>Program</td>
<td>Down</td>
<td>Green</td>
<td>Yellow</td>
<td>Yellow</td>
<td>Yellow</td>
<td>Yellow</td>
<td>$39,387,953</td>
<td>--</td>
</tr>
<tr>
<td>Change Management</td>
<td>Jeff Bishop</td>
<td>Program</td>
<td>Down</td>
<td>Green</td>
<td>Yellow</td>
<td>Yellow</td>
<td>Yellow</td>
<td>Yellow</td>
<td>$7,479,644</td>
<td>--</td>
</tr>
<tr>
<td>Project Management</td>
<td>Elise Barho</td>
<td>Program</td>
<td></td>
<td></td>
<td></td>
<td>Yellow</td>
<td>Yellow</td>
<td>Yellow</td>
<td>$7,023,695</td>
<td>--</td>
</tr>
</tbody>
</table>

### Enterprise Systems Remediation

<table>
<thead>
<tr>
<th>Project</th>
<th>Leader</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>UW Medicine</td>
<td>Dale Matheson</td>
<td>$19,657,775</td>
</tr>
<tr>
<td>Research Administration</td>
<td>Suzanne May</td>
<td>$11,142,674</td>
</tr>
<tr>
<td>Finance Readiness Program</td>
<td>Jeanne Marie Isola</td>
<td>$9,374,016</td>
</tr>
<tr>
<td>Integrated Service Center</td>
<td>Greg Koester</td>
<td>$2,916,977</td>
</tr>
<tr>
<td>UW-IT</td>
<td>Rob McDade</td>
<td>$6,699,134</td>
</tr>
</tbody>
</table>

### 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 program created an enhanced engagement plan for the units which enables prioritization of critical issues and allocates resources across pillars to address those items. Two testing resources have been assigned to the units. The Systems Design Support (SDS) retirement sessions have also begun.</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 as well as working with them to help determine which E2E cycle they will participate in. Few of the 30-40 inbound systems that need to integrate with Workday has engaged with the platform.</td>
</tr>
</tbody>
</table>

### Additional Notes:

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

### Notes:

(A) Overall, FT has the same Overall health. It is likely to move up and down a few points, and generally stay yellow through go-live.

---

Feb 14, 2023

↑ Improvement over previous quarter

↓ Setback from previous quarter
<table>
<thead>
<tr>
<th>Program Operations</th>
<th>Executive Leadership</th>
<th>Program Area</th>
<th>Status</th>
<th>Major Projects Interdependencies Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Integrated Service Center</strong></td>
<td>Ann Anderson</td>
<td>Major Projects</td>
<td></td>
<td>Overall rating: Yellow</td>
</tr>
</tbody>
</table>

- **UW Finance Transformation** – FT Program work has increased to include more readiness activities such as Payroll Accounting, FDM, Security and Sustainment Model decisions. ISC is highly involved in cutover and go live planning and will participate in upcoming UWFT Dress Rehearsals.

- **HR Hierarchies** – As part of the UW FT Project, the UW’s financial Organization Code (“Fin Org”) is being retired and replaced by a Workday Custom Organization (aka Alternative Hierarchy) to capture UW-HR’s institutional reporting hierarchy.

**Issues:**
- Our project work continues to be fluid and heavily dependent upon state statutes and regulations. Any new large project work is submitted and reviewed by the Workday Committee for prioritization and, if needed, resourcing and funding.
- The yellow rating relates to the impacts of FIN (UW’s legacy finance system) we are working through, some unknowns remain as the program continues their work and we anticipate design recommendations regarding impacts to our current configuration and processes.
- The ISC is moving into UW-IT and planning is in process.

| **UW-IT**                     | Andreas Bohman | Major Projects |       | Overall rating: Yellow                      |

- **Workday Support and Operating Model**: A major new focus for UW-IT is defining the future sustainment of Workday Finance (post go-live), including the transition of ISC into UW-IT. This is critical work for the University, and further increases the strain on key UW-IT resources.

- **Advancement CRM**: (ADV) project new go-live timeframe set for April 2023, exact date TBD. Monitoring for impacts due to overlap with FT deployment window. All UW-IT work on track.

- **UW FT**: Closely monitoring scope for UW-IT teams, as additional areas emerge that require IT solutions.
# 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*

- **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.
QUESTIONS AND DISCUSSION
Adjourn
Appendix
## FT Program Legend (for context)

<table>
<thead>
<tr>
<th>Status</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Passed</td>
<td>(Purple) Current Actual Status meets or exceeds the minimum target for success and has been achieved on-time as of the assessment date.</td>
</tr>
<tr>
<td>Pending &amp; On Track</td>
<td>(Green) This item is currently tracking well and meeting critical milestones; however, it is too soon to assess whether the item has passed. This item will continue to be monitored to determine what can be done to ensure a passed test.</td>
</tr>
<tr>
<td>Workaround</td>
<td>(Yellow) Current Actual Status does not meet the minimum target. The task owner recommends that one or more of the identified contingent workarounds be implemented to support production operations…OR…is providing the plan to move this item back to either Pending and On Track or Passed by the next assessment.</td>
</tr>
<tr>
<td>Failed</td>
<td>(Red) Current Actual Status does not meet the minimum target for success. This item is not tracking well towards a successful completion by the end of July 2023.</td>
</tr>
<tr>
<td>Need Data</td>
<td>(Blue) No planned measurable progress, or need data.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Criticality</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>Criterion must meet the target; no reasonable workarounds available. <strong>Workday cannot go-live until this target is met. Must receive a grade of ‘Passed’</strong>.</td>
</tr>
<tr>
<td>Medium</td>
<td>Criterion should meet the target; limited contingent workarounds available. <strong>In order to go-live, this criterion must receive a final grade of ‘Passed’ or ‘Workaround’</strong>.</td>
</tr>
<tr>
<td>Low</td>
<td>Criterion does not have to meet the target; reasonable contingent workarounds exist as an interim solution. <strong>The July 2023 go-live date should not be delayed if this criterion is not met</strong>.</td>
</tr>
</tbody>
</table>
IT GOVERNANCE 2.0
This is a **conversation and collaboration** to design the future state of IT Governance.

There is not a predetermined design or outcome. The Working Group is charged with figuring that out.

This can result in questions back to leadership, as well as recommendations.
**Key IT governance functions**

COBIT: Governance and Management Domains

---

**Business Management**

- Business strategies, priorities & constraints

**IT Governance**

- Evaluate
- Direct
- Monitor

- IT feedback & proposals
- IT strategies, priorities & investments
- IT outcomes tracked to strategies

- IT value aligned to business needs

*Derived from: COBIT 2019 Framework Introduction and Methodology*
Balancing central and local decision-making

Edge-Leverage-Core model

**Edge**
Unit-specific IT solutions & services

**Leverage**
Collaborations among multiple units

**Core**
Centrally shared services

Coordinated through governance

Core services support Edge & Leverage

*Image source: UW-IT Enterprise Architecture*
The GSOT Framework

The Goal, Strategy, Objectives, and Tactics (GSOT) framework provides a common language for breaking down high level vision (Goals) down to actionable next steps (Tactics). (article)

- A Goal is a broad primary outcome.
- A Strategy is an approach you take to achieve a Goal.
- An Objective is a measurable step you take to achieve a Strategy.
- A Tactic is a tool you use in pursuing an Objective associated with a Strategy.

<table>
<thead>
<tr>
<th>What</th>
<th>How</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Level</td>
<td>GOALS</td>
</tr>
<tr>
<td>Detail Level</td>
<td>OBJECTIVES</td>
</tr>
</tbody>
</table>
Example: Completed GSOT from IT Procurement Improvement

GSOT 1: Customer Experience

A. GOAL: End users (people making procurement decisions) will have a seamless experience that will both enable them to do the right things (to be successful in delivering value to the UW) as well as be compliant.

1. Strategies:

- To improve the delivery of a great customer experience, clarify roles and responsibilities and the business process steps.
  - ✔️ **Objective**: Develop a business process map that covers the end-to-end lifecycle and vet with stakeholders.
    - ✔️ **Tactic**: Interview process stakeholders and produce a process map visual summarizing the end-to-end.
    - ✔️ **Tactic**: Build a stakeholder map of offices that are involved in IT procurement

- To improve customer communications, provide a single point of engagement for customers.
  - **Objective**: As a request moves through the process, appropriate service management structures provide a single view of status and single point of contact for customer requests and questions.
    - **Tactic**: Set up a single email address for requests
    - **Tactic**: Put in place appropriate Level 1 help documentation to route requests quickly and accurately
    - **Tactic**: Build a dashboard that shows status of requests

- …
Once we’ve gathered broad input, we can choose an area to focus on.
WORKDAY GOVERNANCE
Timeline

December 2022 - March 2023
> Sponsors input on existing governance models
> Decision to transition to new governance model pre UWFT go-live
> **Version 1 Charter** drafted for new governance model
> Input on Version 1 Charter
> Sponsors approval of the Charter expected in late March

April 2023
> First meetings of new governance groups and transition of existing groups
> Continue to conduct ongoing UWFT program business

Through Hypercare (September 2023)
> Transition all participating teams to shared Change Control for Workday
> Review and prioritize UWFT post go-live work
> Jointly plan and prioritize HR & Finance work
> Begin planning long-term investment in Workday (future programs)
Types of Change and Levels of Governance

Each type of change should be governed at the lowest level possible while still involving necessary stakeholders, resolving cross-team impacts, and mitigating risk. The majority of decisions about each type of change should be made at one level of governance:

<table>
<thead>
<tr>
<th>Governance Levels</th>
<th>Each level makes the majority of decisions about:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Level 1:</strong> Executive Sponsor Group</td>
<td>Programs</td>
</tr>
<tr>
<td><strong>Level 2:</strong> HR &amp; Finance Applications Board</td>
<td>Resolve escalated issues</td>
</tr>
<tr>
<td></td>
<td>Set priorities in quarterly planning</td>
</tr>
<tr>
<td><strong>Level 3:</strong> HR &amp; Finance Applications Change Control</td>
<td>Change Requests</td>
</tr>
</tbody>
</table>

- Review some escalated projects (e.g., new funding)
## Transition of Governance Groups

<table>
<thead>
<tr>
<th>Participants in ...</th>
<th>... will become participants in:</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; UWFT Sponsors</td>
<td>Level 1: Executive Sponsor Group</td>
</tr>
<tr>
<td>&gt; UWFT Executive Partner Group</td>
<td></td>
</tr>
<tr>
<td>&gt; Workday Governance</td>
<td></td>
</tr>
<tr>
<td>&gt; UWFT Program Advisory Team</td>
<td>Level 2: HR &amp; Finance Applications Board</td>
</tr>
<tr>
<td>&gt; Workday Governance</td>
<td></td>
</tr>
<tr>
<td>&gt; ISC Production Change Control</td>
<td>Level 3: HR &amp; Finance Applications Change Control</td>
</tr>
<tr>
<td>&gt; UWFT Change Control Board</td>
<td></td>
</tr>
<tr>
<td>Representatives of Shared Environments, departments, schools, colleges, and other units</td>
<td>Customer Advisory Process</td>
</tr>
</tbody>
</table>
Level 3: HR & Finance Applications Change Control

- Initially, parallel meetings with cross-participation:
  - **HR/Payroll:** Production Change Control
    - Coordinated by Greg Koester
  - **Finance:** Change Control Board
    - Coordinated by Jeannette Lasseter
    - With added ISC Production Approvers (including future Fin App Management) and some process changes to match existing production change practices
- Before the end of Hypercare, the parallel meetings above will merge into one Change Control