

IT Strategy Board

IT Governance 2.0 Update



August 29, 2023



IT Governance 2.0 - IT Strategy Board (August 29, 2023)

Agenda

- > Call to Order (5 min)
- > Impetus for Change (5 min)
- > Background (10 min)
- > Straw Model (30 min)
- > Summary, Decision, and Next Steps (25 min)
- > Wrap-up / adjourn (5 min)

Outcomes

- > Shared understanding of straw model
- > Your input on potential revisions to straw model
- > Your directional endorsement of future state
- > Ready to proceed to more detailed Charter review

Impetus for Change



Impetus for Change

UW needs for governance have changed in the years since the current [IT Governance](#) structure was established — for example:

- More, larger, and more complex IT-related projects across the UW
- Growing demand for shared, standardized IT solutions
- Increased risks in information security, privacy, and other areas
- Major transformation programs around Workday

Based on feedback from UW stakeholders in 2022, the current multiple, parallel IT-related governance structures (mostly advisory) are difficult to navigate and not effective enough for future decision-making

leading to a need to ...

Streamline, simplify, and empower governance to maximize the value of IT

Purpose of Information & Technology Governance

Enable **transformation** and **innovation** at the UW through **strategic investment** in information and technology

Grow **value** from information & technology

Manage **risk** in uses of information & technology

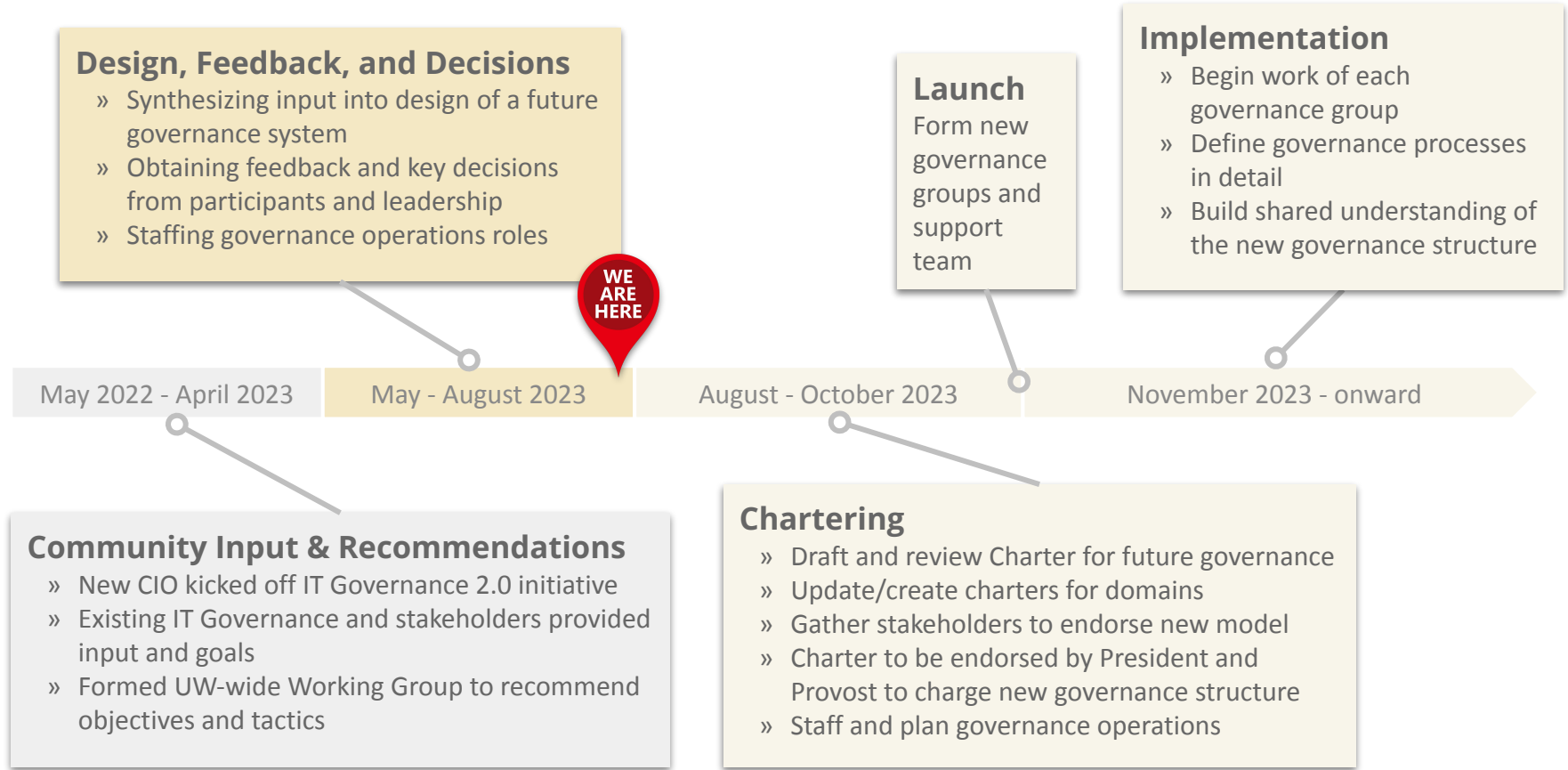
Make shared **decisions** efficiently and fairly

- Obtain benefits from shared direction and standardization
- Balance near- and long-term costs, benefits, and risks
- Be responsible to each other and to the whole UW

Background



Where We've Been and What's Next



Transformation Goals

Based on input from multiple stakeholder groups in 2022-2023, the [IT Strategy Board](#) endorsed these goals for IT Governance 2.0:

1. Ground IT investment decisions in **UW strategic outcomes** and common challenges.
2. Clarify IT investment **decision-making** scope and authority.
3. Create transparency of **scope, roles and responsibilities** across the various governance groups (IT, Data, etc.).
4. Make governance groups **easier to navigate and less cumbersome** - provide a single point-of-contact.
5. Governance should **drive standardization** in technology and practices.
6. Better manage **risk** from un-governed IT decisions and growing complexity.



Straw Model



Expand the Scope of Institutional Governance of Information & Technology

CURRENT GOVERNANCE

Advisory

Distributed

FUTURE GOVERNANCE

+ **Directive**

- » **Decide** shared services
- » **Prioritize** goals, strategies, and funding
- » **Prevent** undue risk and waste

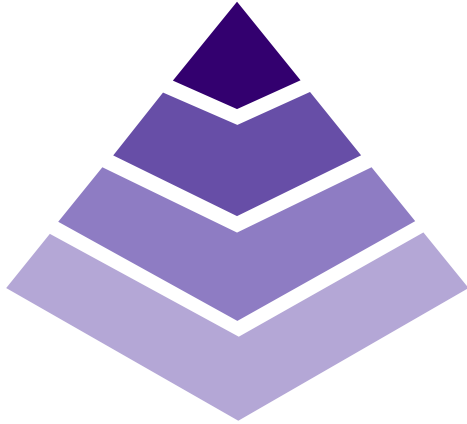
+ **Unified**

- » Align **central** and **distributed** IT
- » Span **information** and **technology**
- » From initial **ideas** to **outcomes**

Critical Success Factors: Commitments

- ❑ **UW CIO** commits to **empower governance** with selected delegated authority (under Executive Order 63 and relevant UW APS).
- ❑ **UW-IT** commits to be governed by and participate actively in the work and decisions of this governance model.
- ❑ **UW executives** commit to **jointly defining shared goals, strategies, and standards** for information & technology, and carrying them out in their organizations.
- ❑ **UW units** commit to review of proposed information & technology projects that meet defined thresholds for impact and risk.
- ❑ **Governance groups** commit to work together to carry out defined roles, responsibilities and handoffs.

Functions of Information & Technology Governance



DIRECT enterprise shared **strategies, standards,** and **principles,** and **funding** with broad impact

EVALUATE and prioritize or advise on information & technology **opportunities, projects,** and **services** to maximize value and reduce risk

CONNECT distributed decision-makers to **guidance** and peer **knowledge** to influence better decisions across the UW

MONITOR outcomes of information & technology to improve services, projects, and decision-making

Straw Model: Future Information & Technology Governance Structure

Information & Technology Executive Committee

I&T Governance Domains in scope:

Enterprise IT

HR & Finance
Workday

Data Governance

Information Security

Privacy

Possible future domains to be included:

Teaching & Learning

Academic Administration

Research
Cyberinfrastructure

I&T Chairs

Governance Support

Governance Processes

In collaboration with related groups in UW Medicine, UW Bothell, UW Tacoma, Faculty Senate, and academic & administrative governance

Shared executive leadership drives and aligns goals & strategies, prioritizes initiatives & funding, and endorses standards

Governance domains connect people, evaluate ideas & proposals, recommend strategies & standards, prioritize resources & ongoing changes, and monitor results

» Can include multiple standing or temporary groups

The initial structure and scope of the domains will be determined in the Chartering phase

Supporting functions coordinate and streamline intake and resolution

Representation throughout includes I&T providers and consumers across the UW

Streamline Intake and Handling of Issues



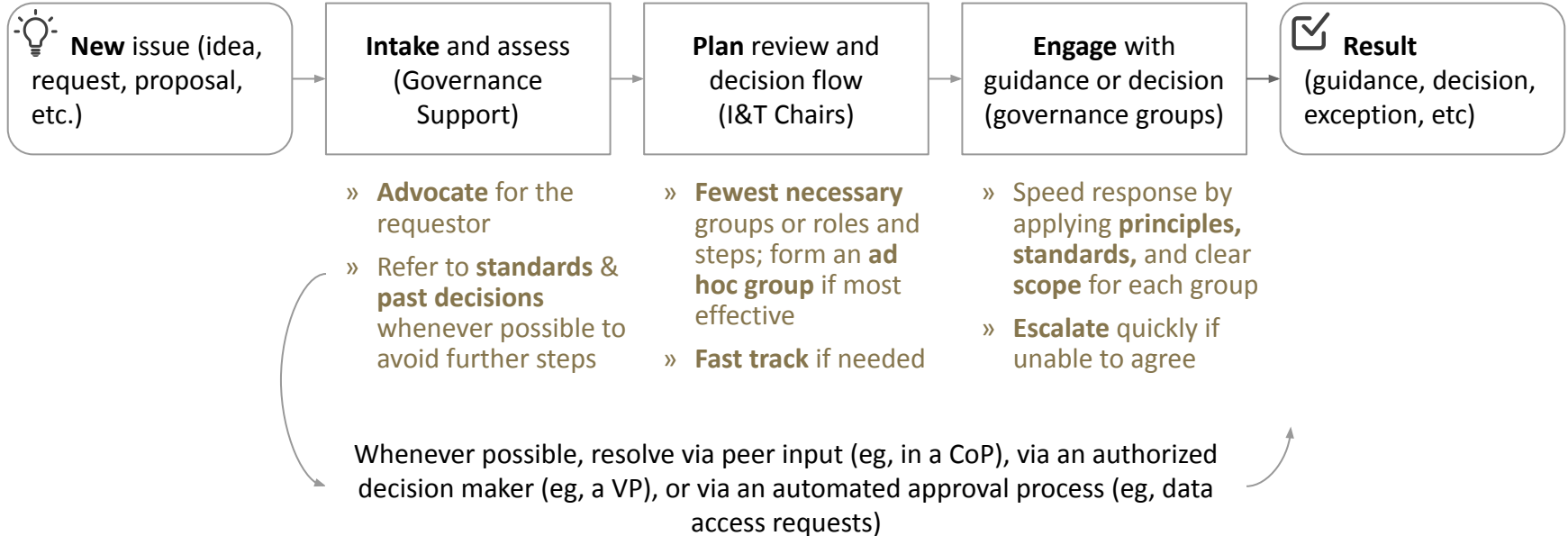
As a **requestor**, I want to:

» Bring my issue to a single place and get help

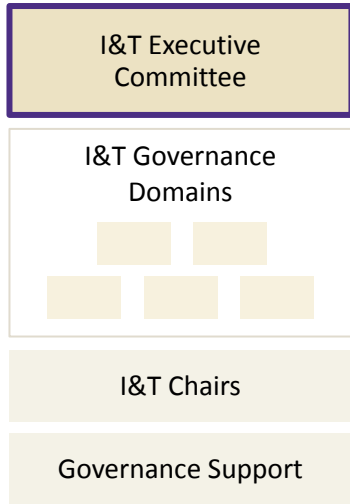
» Understand how & when my issue will be resolved

» Know the status of my issue throughout

» Obtain a timely result I understand and can rely on



Straw Model: Joint Executive Leadership



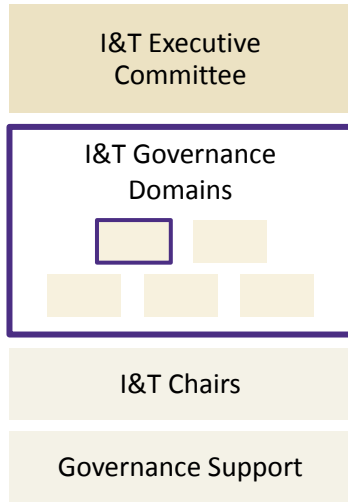
Scenario Examples:

- > Executives select reducing information security risk as a key goal.
- > They request, prioritize, and endorse strategies and proposals from across the domains.
- > They endorse a standard for two-factor authentication.
- > They vote to stop a project (escalated for review) funded by a UW unit to purchase a solution that does not support the standard.

Transformation Goals:

- ✓ Ground IT investment decisions in UW strategic outcomes and common challenges.
- ✓ Governance should drive standardization in technology and practices.
- ✓ Better manage risk from un-governed IT decisions and growing complexity.

Straw Model: Domain Groups



Scenario Examples:

- > The Enterprise IT domain gathers input from across the UW on shared needs for document management - eg, using communities of practice (CoP) and surveys - in coordination with UW-IT.
- > The domain works with UW-IT to pilot changes in document management services and evaluate results.
- > The domain prioritizes new/changing shared services.
- > Through CoPs and other outreach, the domain drives adoption of new shared services.

Transformation Goals:

- ✓ Make governance groups easier to navigate and less cumbersome - provide a single point-of-contact.
- ✓ Governance should drive standardization in technology and practices.
- ✓ Clarify IT investment decision-making scope and authority.

Summary, Decision, & Next Steps



Summary of Directional Changes in Future I&T Governance

Advisory + **Directive**

- > **Decides** on UW-IT services (not advisory)
- > Sets UW wide **standards** for IT Standard Solutions ([APS 2.3](#))
- > Evaluates more projects than today (lower **thresholds** for impact and risk)
- > **Prevents** projects that are too wasteful or too risky (applying agreed-on principles and standards)
- > Prioritizes IT-related requests for central or State **funding**, across UW Academy (that cross some threshold)
- > Based on well-defined and equitable **representation** in each group

Distributed + **Unified**

- > Charged with authority across **central and distributed** IT (while focusing governance to avoid bottlenecks and leave room for innovation)
- > Actively aligns goals and coordinate issues across governance of **information** (data, security, privacy) and **technology**
- > Influences ideas **early** before they become projects or procurements
- > Provides shared, staffed **intake and support** across governance domains
- > **Co-led** by business and IT stakeholders

Decision on Directional Endorsement

<i>Member</i>	<i>Present</i>	<i>Vote</i>
Andreas Bohman , Vice President for UW-IT and CIO	Y	Y
Anind Dey , Dean, The Information School	Y	Y
Kristin Esterberg , Chancellor, UW Bothell	Y	Y
Sarah Norris Hall , Vice Provost, Office of Planning & Budgeting	Y	Y
Sheila Edwards Lange , Chancellor, UW Tacoma	Y	Y
Edward D. Lazowska , Bill & Melinda Gates Chair, Computer Science & Engineering	Y	Y
Brian McCartan , Vice President for Finance, UW Finance	N	<i>n/a</i>
Sean Mooney , Professor and Chief Research Information Officer, Sch. of Medicine	Y	Y
Eric Neil , Chief Information Officer, UW Medicine	Y	Y
Mari Ostendorf , Vice Provost for Research, Office of Research	N	<i>n/a</i>
Phil Reid , Vice Provost for Academic and Student Affairs, Professor of Chemistry	Y	Y
Shelly Sakiyama-Elbert , Vice Dean for Research and Graduate Education, Sch. of Medicine	N	<i>n/a</i>
Denzil J. Suite , Vice President for Student Life, Office for Student Life	Y	Y
Joy Williamson-Lott , Dean, The Graduate School	N	<i>n/a</i>
Jihui Yang , Vice Dean, Office of Research and Faculty Affairs, College of Engineering	Y	<i>n/a</i>
Jane Yung , Executive Compliance & Risk Officer	Y	Y

What's Next

- > Input on proposed governance Charter
- > IT Governance Forum in October
- > Decision process
 - CIO obtains support from ITSB and other key leaders on v1 design and scope
 - CIO recommends new Charter to President & Provost
 - President & Provost charge the new new governance model
- > Launch of new governance model in November

