

# Welcome to the hybrid meeting

## Presenters

- > Request to join Zoom so that everyone can see you clearly. *If you're in-person, please remember to bring your laptops.*

## In-person participants

- > An OWL camera and microphone in middle of the room will track the current speaker.
- > A video screen with presentation is in the front of room
- > If you wish to also connect via Zoom, do **not** join the Zoom audio.
- > Limit side conversations; room microphones are sensitive

## Remote participants

- > Join Zoom as normal; all Zoom video will be displayed on room screen
- > Governance Support will monitor raised hands and chat in Zoom
- > Mute your speaker and microphone when you're not talking



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Information & Technology Governance  
**Executive Committee Meeting**

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April 22, 2024

2:30-3:50 pm



# Agenda

<i>Time</i>	<i>Topic</i>	<i>Presenter(s)</i>
2:30	Welcome	Andreas Bohman Sarah Norris Hall
2:35	I&T Governance Charter	Sarah Norris Hall
2:45	I&T Governance Topic follow-up: Next steps AI Task Force and I&T Governance	Andreas Bohman
3:15	Domain Report-out: HRFAB	Anja Canfield-Budde Jessica Bertram
	Workday Status & Roadmap	Alissa Mahar Piet Niederhausen
3:45	Closing	Andreas Bohman Sarah Norris Hall



# Welcome New I&T Executive Committee Members

## Co-Chairs:

- > **Andreas Bohman**, UW CIO and VP for UW-IT
- > **Sarah Norris Hall**, Senior Vice President and CFO

## Members

- > **Jacqueline Cabe**, Chief Financial Officer, UW Medicine; Vice President for Medical Affairs
- > **Lou Cariello**, Vice President, UW Facilities
- > **Charles Costarella**, Associate Teaching Professor, UW Tacoma; Chair, IT & Cybersecurity Faculty Council
- > **Anind Dey**, Dean, The Information School
- > **Sheila Edwards Lange**, Chancellor, UW Tacoma
- > **Kristin Esterberg**, Chancellor, UW Bothell
- > **Mary Gresch**, Senior Vice President, University Advancement
- > **Mindy Kornberg**, Vice President, UW Human Resources
- > **Fredrick Nafukho**, Vice Provost for Academic Personnel, Office of Academic Personnel
- > **Simon Neame**, Dean of University Libraries
- > **Eric Neil**, Chief Information Officer, UW Medicine
- > **Mari Ostendorf**, Vice Provost for Research, Office of Research
- > **Phil Reid**, Vice Provost for Academic and Student Affairs, Professor of Chemistry
- > **Denzil J. Suite**, Vice President for Student Life, Office for Student Life
- > **Joy Williamson-Lott**, Dean, The Graduate School



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# I&T Governance Charter

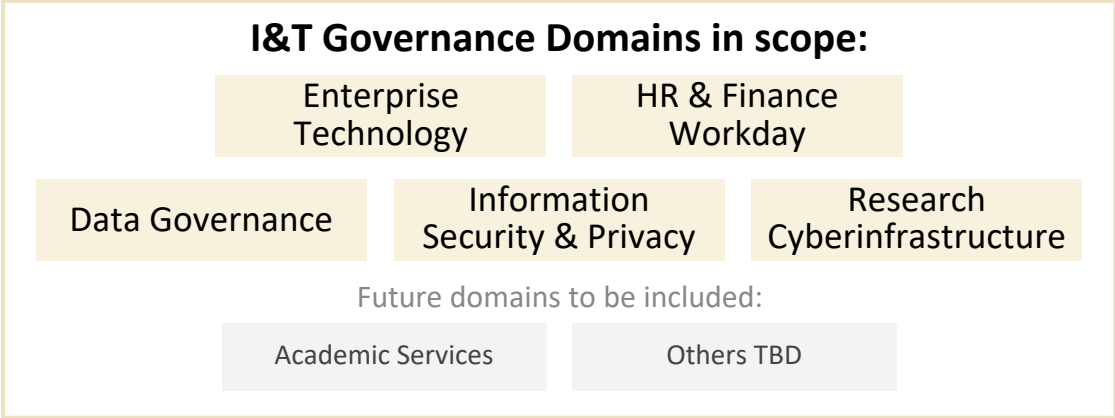
## V1

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# Information & Technology Governance Structure

## Information & Technology Executive Committee

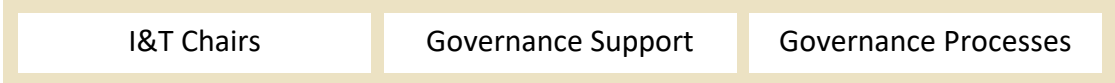


**Shared executive leadership** drives and aligns goals & strategies, prioritizes initiatives & funding, and endorses standards

**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*



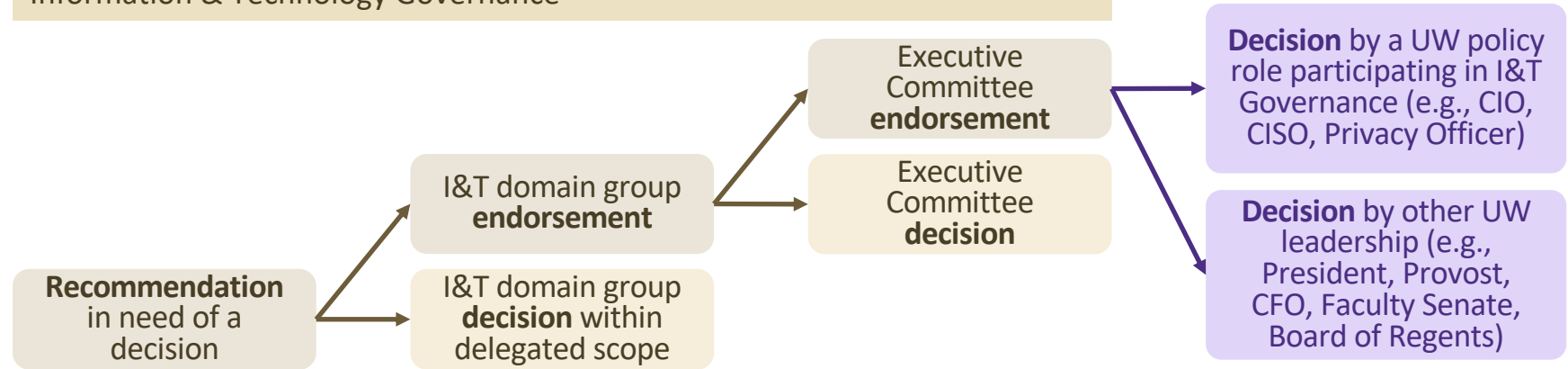
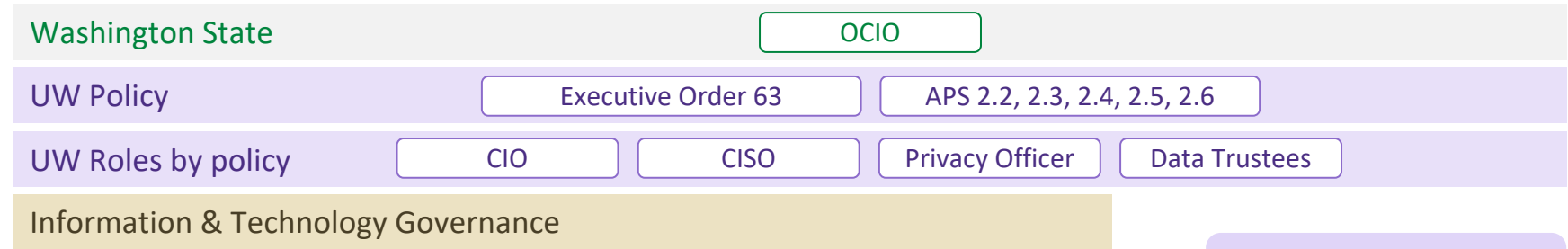
**Supporting functions** coordinate and streamline intake and resolution

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

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



# Sources of authority and decision flow



- I&T Governance does not alter the scope of authority or responsibility of roles defined by UW Policy or Executive Order (e.g., CIO, CISO, etc.)
- Such roles lend their authority to governance recommendations within their scope, by requesting and endorsing recommendations



# I&T Governance Charter V1 for Executive Committee

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Thank you for your feedback on the [draft of the V1 I&T Governance charter](#) of the Executive Committee.

All the feedback received expressed support for the substance of the charter. Some of you gave helpful input about how to make it more clear through further description. Those changes have been incorporated.

We can make revisions as we learn more about what structures and procedures we need.

Having an Executive Committee charter will support the chartering of other domains.





# Some charter key points

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- > Purpose & Scope
  - Strategic direction, standard setting, and stewardship for information and technology for all units and campuses at the UW
- > Membership & Meetings
  - Representative of units and campuses and information and technology service providers impacted by decisions
  - Meets monthly
  - ExCo appoints domain co-chairs
  - Domain co-chairs nominate and approve domain members
- > Decision Making
  - Decisions are sometimes advisory and sometimes directive, depending upon context.
  - Quorum required to vote; majority required to decide (half plus one).
- > Member responsibilities
  - Serve at least one year
  - Member can delegate, if not able to attend
  - Represent own unit as well as others
- > Support
  - All domains supported by Gov Ops



# Roll call vote: Approve I&T Governance Charter V1?

Member	PRESENT?	YES	NO	Other or abstain
Andreas Bohman	Y	Y		
Sarah Norris Hall	Y	Y		
Jacqueline Cabe	Y	Y		
Lou Cariello	Y	Y		
Charles Costarella	Y	Y		
Anind Dey	Y	Y		
Sheila Edwards Lange	Y	Y		
Kristin Esterberg	Y	Y		
Mary Gresch	Y	Y		
Mindy Kornberg	Y	Y		
Fredrick Nafukho				
Simon Neame	Y	Y		
Eric Neil	Y	Y		
Mari Ostendorf				
Phil Reid	Y	Y		
Denzil Suite				
Joy Williamson-Lott	Y	Y		



# I&T Governance Topic

## Next Steps

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## Overview

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- > List of topics from March 28 meeting
- > Examples of Potential AI Task Force recommendations
- > Proposed approach to AI Task Force recommendations
- > Next steps for other topics



# Top Topics from March 28 breakout rooms

- > Room 1 (+1) – Need to invest in **technologies at scale**; needs decision-making to save money and have coherence; needs a coherent funding model; wide variety of licensed solutions in different units – we could be working together more, leveraging our buying power, and sharing expertise to manage the solutions and vendors
- > Room 1 – Need a new **student database**, and the funding to do that
- > Room 2 – Adaptive **accessible technology** in the classroom; need to address disability accommodations; into compliance with regulations – related to AI technologies that could help
  - And more generally: envision what the future classroom looks like; guide the future architects – accessible technology helps all students
  - Action: Scope a potential pilot
- > Room 2 – Growing need for **data storage & retention**; especially research data and their preservation for the future – plus open science and data sharing
- > Room 2 (+1) - University wide approach to **identity management**; including Husky Card physical access and systems access – foundational for everything constituents do – very impactful for UW Medicine; the same person can have many roles
  - Action: Husky Card work under way that can be a catalyst for broader discussion; many challenges, and they span the whole UW; currently doing a security & risk assessment
- > **Room 3 – Artificial intelligence – new Task Force; many new opportunities**
- > And continue to bear in mind: **Workday** and **cybersecurity**



## Examples of Possible AI Task Force Recommendations

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Examples relevant to I&T Governance:

- > Project to pilot Microsoft Copilot at the UW
- > For research, build an AI computing data center

Examples for other parts of the UW

- > New academic programs, courses, or faculty positions
- > Evolve ethical guidelines for use of AI



# AI Task Force Structure

## Executive Committee

- Resource to the President and Provost on positioning of the efforts of the University on AI and strategic partnerships
- Tracks the changing AI landscape (e.g. governance/policy, public/private, technical changes, etc.)
- Advise President and Provost on AI governance
- Immediately recommend high-level permissive guidance on the use of AI tools and needed support
- Coordinates the objectives and progress of the working groups

## Working Groups

Research &  
Knowledge Creation  
/ Transfer

Student  
Services

Teaching and  
Learning

Infrastructure

Administration

## Working Group Focus Areas

*Responsible use policies  
and governance of AI at  
the University*

*AI literacy at the  
University*

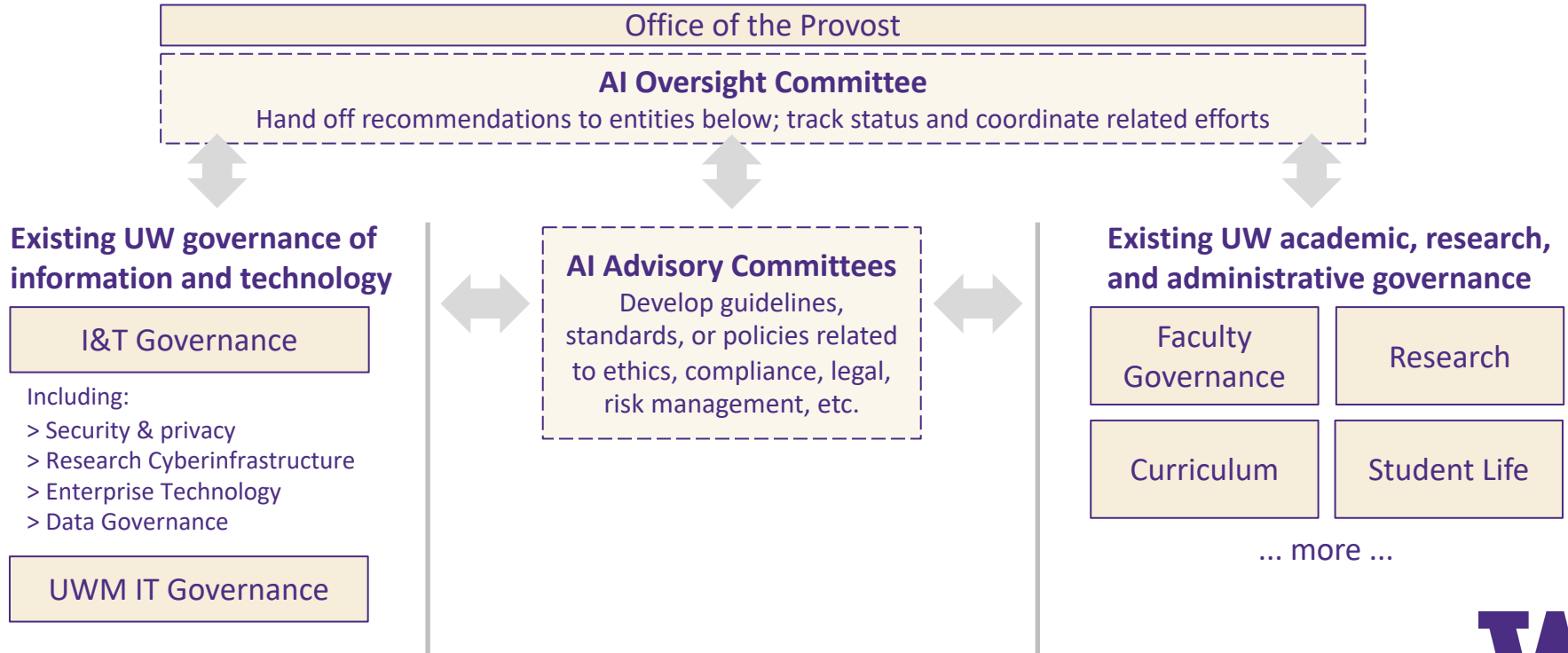
*Resources and timeline  
necessary to achieve  
proposed AI goals, near-term  
and longer-term*

*Identify opportunities to  
transform the University (and  
society) through the use of AI*



# Straw Model: Executing Recommendations of the AI Task Force

Dashed outlines indicate future groups likely needed to follow up from the AI Task Force:





# AI Task Force and I&T Governance: Overall approach

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- > AI Task Force recommendations to Provost in June
- > **For the subset of recommendations relevant to I&T Governance:**
  - Map recommendations to I&T domains
  - Bring recommendations to I&T Executive Committee in July / August
  - Delegate recommendations to I&T domains; report back
  - In I&T Governance, make decisions about specific projects or initiatives from the recommendations and based on direction from Provost
  - Collaborate with Provost's office on status reporting across all AI recommendations (handled in I&T Governance or elsewhere)
  - Develop communication plan in partnership with UMAC to ensure regular updates are provided to broad audiences and partners



## Next steps on other topics

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- > For selected topics, over the coming months:
  - Gov Ops team will reach out to key stakeholders for further context
  - Draft the problem statement in each case
  - Return to I&T Executive Committee to discuss a proposed approach
  - I&T Executive Committee to set direction on each topic



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# HR & Finance Applications Board (HRFAB) Post-ESG

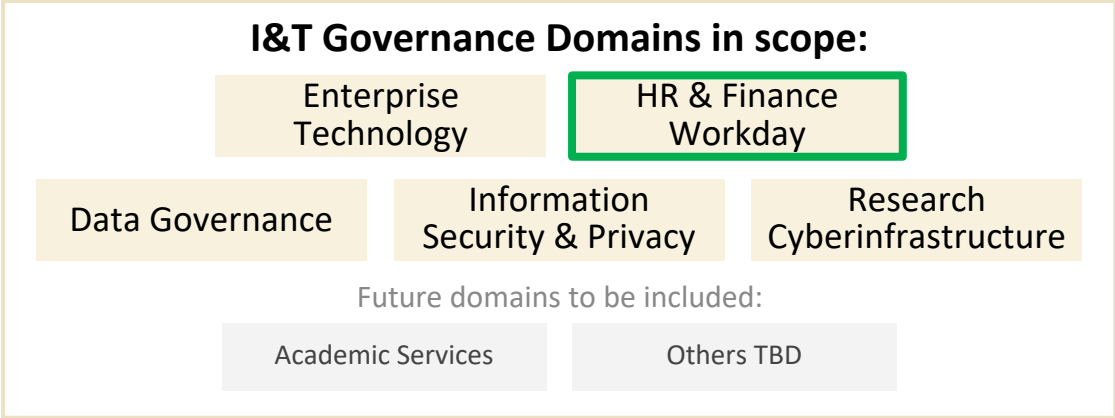
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Anja Canfield-Budde & Jessica Bertram



# Information & Technology Governance Structure

## Information & Technology Executive Committee

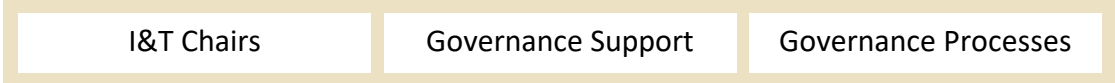


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# HRFAB Membership (expected from May 2024)

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## Co-Chairs:

- Jessica Bertram, Vice President, University Business Services, Finance, Planning & Budgeting (FPB)
- Anja Canfield-Budde, Associate Vice President, Data & Applications, UW-IT

## Members:

- Alissa Mahar, Associate Vice President, Strategy & Business Operations (SBO), UW-IT
- Jessica Bertram, Vice President, University Business Services, Finance, Planning & Budgeting (FPB)
- Erick Winger, Controller's Office, Finance and Budget Strategy, FPB
- Erik Walerius, Chief Supply Chain Officer, UW Medicine
- Jason Campbell, Vice President & Deputy CFO, Finance and Budget Strategy, FPB
- Jim Kresl, Assistant Vice Provost and Director of ORIS, Office of Research
- Kristal Mauritz-Miller, Chief Administrative Officer, IT Services, UW Medicine
- Margaret "Peg" Stuart, Assistant Vice Provost for Academic Personnel, Office of Academic Personnel
- Lisa Pascuzzi (interim), UW Medicine Controller, UW Medicine
- Rachel Gatlin, Assistant Vice President, UW Human Resources
- Ryan Markowski, Senior Director of Finance Strategic Projects for UW Medicine
- Kim Dinh, Sr. Director for Finance, HR & Administration, Office of President & Provost
- Sarah Tallon, Enterprise Finance Officer and Associate Vice President Finance and Accounting, UW Medicine.



# History of HR & Finance governance related to Workday

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- > **Workday Governance** established after HR/Payroll Modernization
- > **HR & Finance Workday Governance** established in Spring 2023 to replace Workday Governance and UWFT program governance
  - Initially focused on Finance topics: UWFT go-live, Hypercare, Extended Transition Services, Sustainment staffing, and Workday Coordination Services)
  - In 2024, began to address HR programs: Workday Recruitment and Workday Learning
- > **HR & Finance is now an I&T Domain** within Information & Technology Governance
  - The separate Executive Sponsor Group for HR & Finance ended in March 2024



## Proposed changes in approach

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- > Continue to drive decision making to the lowest appropriate level
- > Less escalation to I&T Executive Committee compared to past ESG
- > Increased delegation and agency for HRFAB
- > Looking beyond post-UWFT stabilization, add focus on long-term functional roadmap for HR and Finance

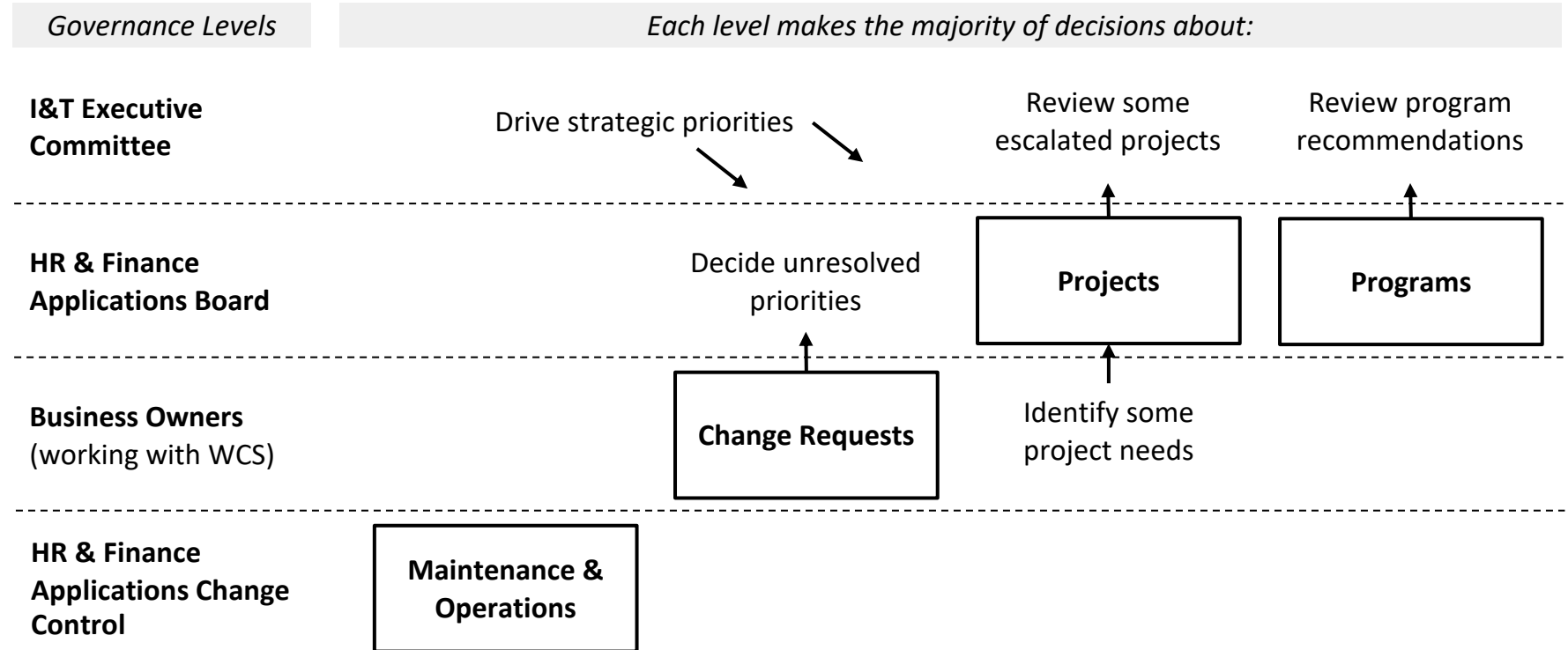
To enable this shift we will:

- > Revise the membership of HRFAB
- > Revise the domain Charter



# Proposed levels of decision making

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





# Workday Roadmap Summary (DRAFT)

Completed

In-Flight

Planning

Projected

## Programs

HR: Workday Recruitment | Discovery (Jul-Sep-)

Implementation (Oct-2024)

HR: Workday Learning (TBD)

## Projects

Fin: SDB (potential)

Fin: New Company Setup (potential)

2024 Release 1 (Mar)

Fin: Fiscal Year End

2024 Release 2 (Sep)

HR: Open Enrollment

## Change Requests

Fin: High priority stabilization of Grant Award to Close; Procurement & Supply Chain; Record to Report

HR & Fin: Multiple functional milestones

403 completed as of April

~ 1,082 active/open requests

Ongoing new requests

## Maintenance & Operations

Workday Maintenance & Operations (ongoing)



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# Workday Recruiting and Workday Learning update

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Anja Canfield-Budde & Jessica Bertram  
Co-chairs, HR & Finance Applications Board



## Workday Recruiting Update

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- > Workday Recruiting business case was presented at HRFAB and ESG in Feb 2024.
- > Recruiting will move forward with a different timeline as discussed in ESG:
  - Soft kickoff, pre-planning phase, will occur in July 2024.
  - An official kick-off expected in October 2024
    - > Will include detailed plan, resource allocation etc.
  - An 18-month project
    - > Two phases:
      - Phase 1: To replace critical functionality (retire UW Hires)
      - Phase 2: To enhance work completed in Phase 1 and get to maintenance mode.



## Workday Learning Update

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- > Update presented to HRFAB in March 2024 by Gene Shoda
- > HRFAB recognizes the importance and relevancy and is committed to providing a holistic platform and solution for the Academy
  - Any solution will need to carefully consider SOM, due to UW Med existing LMS
- > HRFAB had questions / concerns and requested additional information and history of prior work
- > Next steps are to explore open questions in order to inform recommendation on business ownership, scope, budget, timeline of initial pilot
- > Produce business case



# Workday Coordination Services (WCS) Update

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Alissa Mahar & Piet Niederhausen  
Strategy and Business Operations, UW-IT



## WCS Purpose

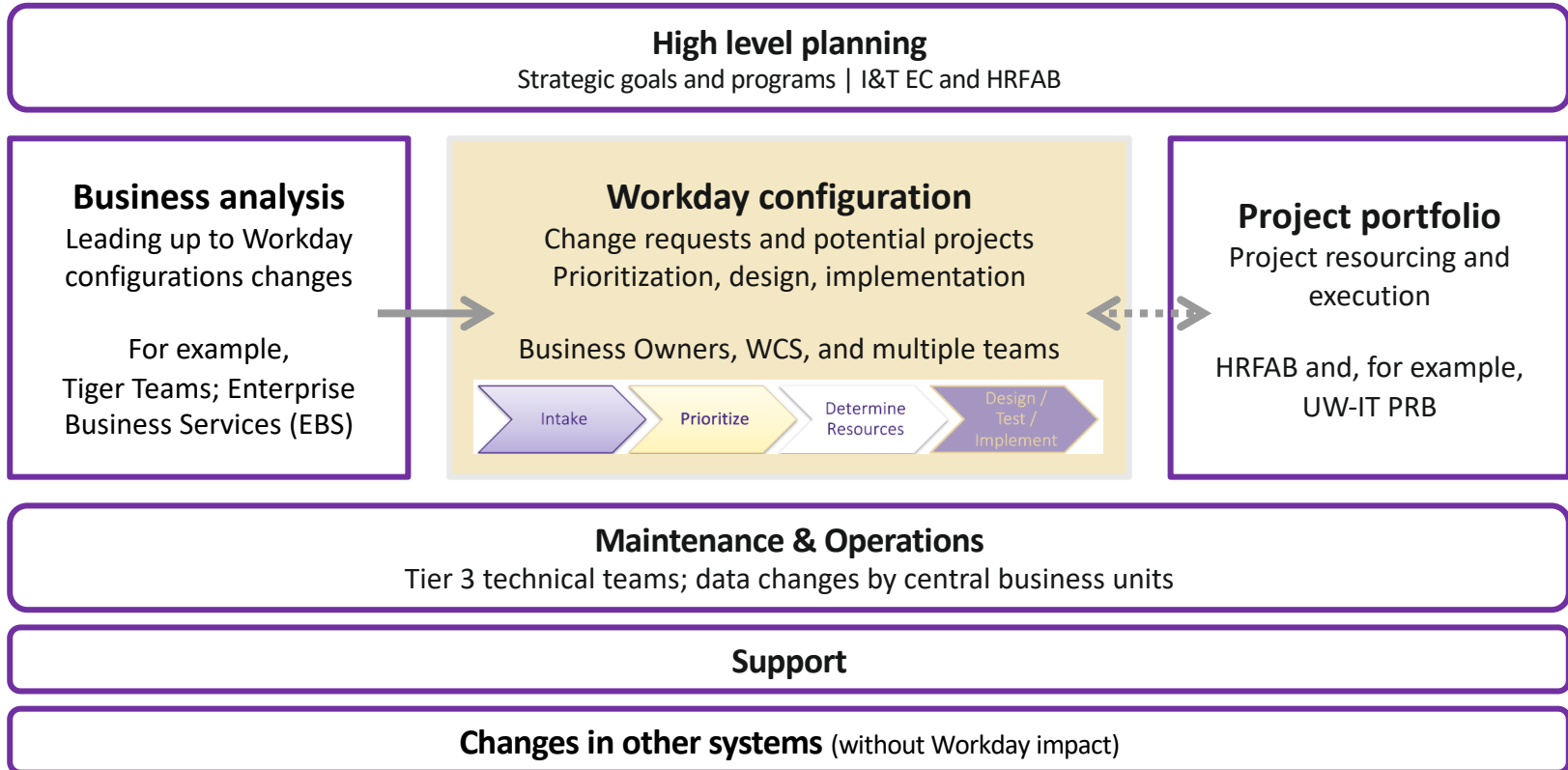
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WCS will provide **intake, prioritization, and coordination** services for **all Workday modules** through facilitation and collaboration with business partners and technical teams



# Process context

WCS is one piece of the overall work process



# WCS Intake & Prioritization

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## > Intake

- Engaged Huron Consulting to define Intake process flow from technical perspective for both HRP and Finance
  - Current state assessment
  - Future state visioning
  - Operational plan development
  - Target completion: 5/31/24

## > Prioritization

- Gathering examples of how other units currently prioritize work (ITS PMO, HRP Workday, etc.)
- Developing approach for engaging with Business Owners when FPB has bandwidth to participate





## WCS Metrics

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- > Q1 Completed Break-Fix and Change Requests: 478 tickets
  - Change Requests: 403
  - Break-Fix: 75
- > Current Work In Progress (Active/Open Jira tickets): 1,184\*
  - HR/P Tickets
    - > Change Requests: 189
    - > Break-Fix: 34
  - Finance Tickets
    - > Change Requests: 893
    - > Break-Fix: 68

\* Includes Open, In Progress, In Test



# Workday Ecosystem Initiatives

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## Customer Experience in WD

Led by TBD

**Focus:** Designing customer experience across FPB, UWHR, UW-IT for WD (meetings to be scheduled)

## WsOMP III

Led by Gene Shoda

**Focus:** Align the Workday Support and Operating Model with the future state sustainment model

**Complete:** 5/1/24

## WCS

Led by Dina O'Reilly

**Focus:** Intake & Prioritization for WD configuration requests & Tier 3

## Workday@uw.edu

Led by Jeff Blancato

**Focus:** Developing landing page for WCS and HR, Fin, Research to link information

**Launch:** 5/1/24



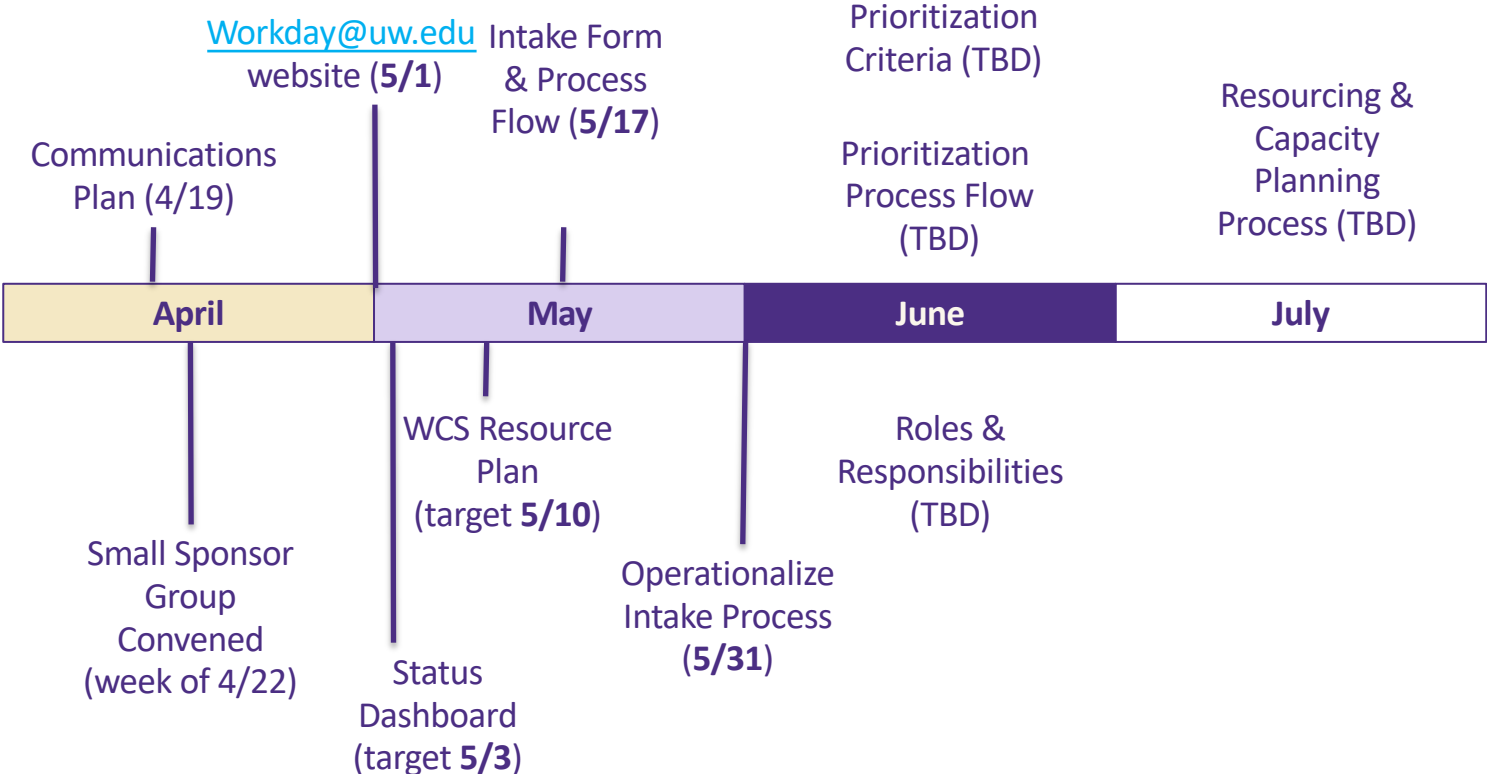
# Workday Website

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- > One Workday landing page for all Workday modules and information [workday@uw.edu](mailto:workday@uw.edu)
  - Links to HR/P information
  - Links to Finance information
  - Links to Research information
  - Links to WCS information
- > Upcoming meeting to discuss:
  - Transitioning operational roles and responsibilities (ISC)
  - Understanding Workday related customer experience after 5/1
  - Website details – immediate and future goals
  - Creating cross-org unity
- > Target website launch date: 5/1/2024



# Timeline



# Thank you

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# Thank You!

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5/20 meeting will be hybrid with in-person option, room TBD.

Minutes and Materials will be published in about a week at:

<https://itconnect.uw.edu/it-at-the-uw/it-governance-and-policies/it-governance/governance-groups/information-technology-executive-committee/>

Please share other ideas for future governance topics using this form:

<https://forms.office.com/r/gwF3Hpqzhg>



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# Appendices



# Timeline for I&T Governance Groups

<i>Group/Domain</i>	<i>Autumn 2023</i>	<i>Winter 2024</i>	<i>Spring 2024</i>
Executive Committee	<b>Launch</b>	Operate & improve	
Enterprise Technology	<b>Launch</b>	“	
Information Security & Privacy	<b>Launch</b>	“	
Research Cyberinfrastructure	<b>Launch</b>	“	
HR & Finance Workday	Operate	Assess & plan *	Operate & improve
Data Governance	Operate	Assess & plan *	Operate & improve
Academic Services		Scope & plan *	
I&T Chairs		<b>Launch</b>	Operate & improve

\* Working with stakeholders in each domain, recommend new or changed governance structures to the Executive Committee for review in Spring 2024.

