AGENDA

> Welcome and Introductions
> IT Service Investment Board 2015-16 Agenda
> Technology Recharge Fee FY17 Recommendation
  — Update on review of services in the Basic Bundle – Capability Mapping
> Provost Reinvestment Funds Update
  — Update on FY 2016 request
  — FY 2017 request
> Administrative Systems Modernization Update
  — HR/Payroll Modernization
  — Change Management Approach for HR/P and other efforts
  — Finance Business Transformation
  — Student Systems Modernization
> Wrap up
IT Service Investment Board 2015-16 Agenda

> Fall 2015
  — Annual Technology Recharge Fee review
    • Based on recommendations from the Technology Recharge Fee Advisory Committee
  — FY17 Provost Reinvestment Fund request
  — Administrative Systems Modernization Update

> Winter/Spring 2016
  — FY 2017 UW-IT portfolio review and prioritization – Business Case review
  — FY 2017 UW-IT portfolio review and prioritization – Discussion and recommendations
  — Review of major IT projects
TECHNOLOGY RECHARGE FEE ADVISORY COMMITTEE RECOMMENDATION FOR FY 2017

Bill Ferris
Chief Financial Officer, UW-IT

Chuck Benson
Assistant Director for IT, Finance and Business Services, Facilities Services
TRF Advisory Committee Members

> Bill Ferris, UW Information Technology, Co-Chair
> Linda Rose Nelson, College of Arts & Sciences, Co-Chair
> Maureen (Mo) Broom, UW Medicine
> Gary Farris, Graduate School
> Amy L. Floit, Office of Planning & Budgeting
> David C. Green, School of Medicine
> Tom Sparks, College of Engineering
> Barbara Wingerson, Finance & Facilities

> Ex Officio (non-voting):
   Betsy Bradsby, Research Accounting & Analysis
TRF Advisory Committee Charge

Support the IT Service Investment Board (SIB) in its annual review and assessment of the Technology Recharge Fee by providing analysis, identifying issues and making recommendations.

— Allocation methodology
— Rate levels
— Services to be covered
— Costs to provide services
## TRF Rate History

* FY11 TRF coincided with telecom rate reductions: $6M savings to campus
** Rate change for FY 14 reflects adjustment in methodology (shift in allocation of Student Admin Sys)
*** Excluded from GOF/DOF Subsidy; Network & Telecom billed separately. Effective rate $85.00

<table>
<thead>
<tr>
<th></th>
<th>FY11*</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14**</th>
<th>FY15</th>
<th>FY16</th>
<th>Chg</th>
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<tr>
<td>Medical Ctr***</td>
<td>$53.43</td>
<td>$53.43</td>
<td>$53.43</td>
<td>$50.00</td>
<td>$50.00</td>
<td>$50.91</td>
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<td>Campus</td>
<td>$52.68</td>
<td>$52.68</td>
<td>$52.68</td>
<td>$54.50</td>
<td>$54.50</td>
<td>$55.51</td>
<td>1.90%</td>
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Proposal for FY 2017 – TRF Rate

> Maintain fundamental cost allocation methodology used for prior TRF

> UW-IT FY 2016 budget as base
  — Includes internal cost redistribution
  — Use of UW-IT Fund Balance (Carryover) - $2.5 M

> Request ~1% increase in TRF
UW-IT FY 2016 Budget Internal Cost Distribution

> UW-IT faced a significant budget gap for FY 2016
  — Accumulation of merit increases, benefit load rates, increase to salary base, minimum wage increase, reliance on temporary funds, software licensing, etc.
  — Only partially offset by last year’s TRF increase $384K

> UW-IT initiated a 6% permanent cost reallocation process
  — Redistributing $3M across the organization
  — Cut vacant positions, defer hardware refresh, reduce service levels, extend project timelines, etc.
UW-IT Funding – FY 2016

$114M
UW-IT Operating Budget

Self Sustaining
23%

IM & University Supported
32%

Central Funding
27%

Basic Services
45%

$51M
Basic Services

TRF Funding
18%
UW-IT Expenditures – FY 2016

- Administrative Systems: 32%
- Data Networks: 19%
- Telecommunication Services: 9%
- Managed Servers and Workstations: 6%
- Digital Media Assets & Distribution: 4%
- Email, Calendaring, and Collaboration Tools: 4%
- Teaching and Learning Tools: 4%
- Regional Networks: 4%
- Other: 3%
- Data Center and Facilities: 3%
- Identity and Access Management: 3%
- Information Security & Privacy: 4%
- Backups and Mass Storage: 1%
- Campus Software Licensing: 3%
- CTE: 4%
- Other: 3%
### FY 2017 TRF Recommendation

<table>
<thead>
<tr>
<th>TRF Monthly Rate</th>
<th>FY16</th>
<th>FY17</th>
<th>$ Increase</th>
<th>% Increase</th>
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<tbody>
<tr>
<td>Med Center Employee*</td>
<td>$50.91</td>
<td>$51.34</td>
<td>$0.43</td>
<td>0.8%</td>
</tr>
<tr>
<td>Admin/Academic Employee**</td>
<td>$55.51</td>
<td>$56.13</td>
<td>$0.62</td>
<td>1.1%</td>
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</table>

* Excluded from GOF/DOF subsidy, Network & Telecom billed separately

** Supplements existing GOF/DOF resources to provide Basic Services
Capability Mapping with the IT Service Management Board (SMB)

Capability mapping has the potential to:

– **Create common language** for business teams and IT teams to communicate priorities

– Provide a way to **agree on desired business outcomes rather than discussing specific technology products**

– **Put business leaders in control of the conversation** about the need for more or different technology services
Capability Mapping with the IT Service Management Board (SMB)

> Establish a framework for consensus about foundational capabilities to be included in the TRF “Basic Services Bundle”

> Reflect the current TRF “Basic Bundle” through the lens of foundational capabilities
  — What is there
  — What is not there
  — What needs to evolve

> Make recommendations to the TRF committee (and eventually the SIB) around service investment
QUESTIONS
FY17 PROVOST REINVESTMENT FUND REQUEST

Bill Ferris
Chief Financial Officer, UW-IT
My Husky Experience $575,000
— Develop and curate data systems to support and promote student engagement in co-curricular learning experiences on campus and in the community

Optical Network Refresh $650,000
— Refresh the aging Cisco Optical System that delivers UW network services throughout the Puget Sound region with a next-generation optical networking platform
FY 2017 Request
Provost Reinvestment Funds

Accessible Technologies ~$230,000
2 FTE - Accessibility Specialists

> To mitigate risk associated with the inaccessibility of campus-wide IT
  —Meet our legal obligations under the Americans with Disabilities Act of 1990 and its amendments of 2008
  —Reduce our ever-increasing risk of civil rights challenges regarding the inaccessibility of our IT
  —Provide UW services that clearly value diversity, equity and inclusiveness
FY 2017 Request
Provost Reinvestment Funds

Student Modernization $TBD

Provide ongoing operational support to temporarily funded initiatives:

• MyPlan/Academic Explorer
• Undergraduate Admissions Modernization
• Financial Aid Modernization
• Curriculum Management
• Civitas: Analytics for Student Success
QUESTIONS
ADMINISTRATIVE SYSTEMS MODERNIZATION UPDATE
HR/PAYROLL MODERNIZATION

Kelli Trosvig
Vice President, UW-IT and Chief Information Officer
Lead Executive Sponsor, HR/Payroll Modernization Program
CHANGE MANAGEMENT APPROACH FOR HR/P

Sherry Steinaway
Program Change Director, HR/Payroll Modernization Program
Director, Organizational Excellence, Office of Planning & Management
Delivering Value Efficiently

Managing the relationship between the phases of technology development with the people readiness phases delivers initial value faster and establishes a model for sustaining continuous improvement.
Seven Steps

OPTIMIZING OUR PROCESSES AND WORK
- What could we do to optimize our new End-to-End Business Processes?
- What have we learned about this first cycle? How can that inform and improve future efforts?

EVALUATING OUR NEW WAY OF WORKING
- How well are our new End-to-End Business Processes working for us?
- How well are leaders prepared for leading and managing continuous change?

KNOWING WORKDAY
- Time for training and knowledge transfer

SEEING WORKDAY
- Time to test Workday and other impacted systems, and to share demos

WORKING IN WORKDAY
- What work happens in Workday and who does it?

WORKING WITH WORKDAY
- How does Workday fit into our End-to-End Business Processes?

PREPARING FOR NEW PROCESSES
- What actions can we take to mitigate the change impacts?
- Learning and using BPI
# Integrated Change Management (ICM)

## Transforming the Way We Work Together

### ICM Core Services

<table>
<thead>
<tr>
<th>Stakeholder Engagement</th>
<th>Communication Strategy and Execution</th>
<th>Training</th>
<th>Stabilization</th>
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<tbody>
<tr>
<td>• Support definition and</td>
<td>• Create, manage and consult</td>
<td>• Perform needs assessment</td>
<td>• Conduct Post Go-Live</td>
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<tr>
<td>measurement of stakeholder</td>
<td>on program-level communications</td>
<td>• Consult on creation of training</td>
<td>assessment</td>
</tr>
<tr>
<td>engagement and adoption</td>
<td>• Consult on creation of unit</td>
<td>• Manage training and performance</td>
<td>• Execute Performance</td>
</tr>
<tr>
<td>• Prepare Change Leaders and</td>
<td>communication plans.</td>
<td>support material creation</td>
<td>Support</td>
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<tr>
<td>Managers</td>
<td></td>
<td>• Manage training delivery</td>
<td></td>
</tr>
<tr>
<td>• Serve as centralized support</td>
<td></td>
<td>• Define training environment needs</td>
<td></td>
</tr>
<tr>
<td>for readiness teams</td>
<td></td>
<td>• Execute training and feedback</td>
<td></td>
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<tr>
<td>• Facilitate determination of</td>
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<td></td>
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<tr>
<td>system access rights</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Assist in gap analysis from</td>
<td></td>
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<tr>
<td>current to future business</td>
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<tr>
<td>processes</td>
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<td></td>
<td></td>
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<tr>
<td>• Assist in business process</td>
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<tr>
<td>improvement</td>
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New Collaboration Site: The Change Network
Centralized Communication

The Change Network houses accurate, timely communications that Unit Readiness Teams can use to talk to their audiences.
Step-By-Step

Each step has a page to describe the purpose, method, benefits and metrics for measurement, as well as session homework and materials where relevant.
QUESTIONS
FINANCE BUSINESS TRANSFORMATION

Aaron Powell
Associate Vice President for Information Management, UW-IT
Executive Program Director, HR/Payroll Modernization Program
Finance Business Transformation (FBT) Update - Agenda

- Outcomes since last update to IT Service Investment Board
- Impact of HR/P
- Current planned scope of work
- Next steps
Financial System Strategy and Readiness Assessment - Outcomes

> UW financial systems are the most fragmented and decentralized Gartner experts have seen

> Side systems, data re-entry and reconciliation creating huge overhead

> Focus on Business Process Transformation; prepare UW for magnitude of change required to standardize and centralize cross organizational processes

> Process standardization and modern system functionality will “unlock” talent for strategic work
Impact of HR/P on Finance Business Transformation Timeline

> Major changes since we last met
> HR/Payroll identified as #1 priority
> Increasing impact on Sponsors and cross campus resources
> Criteria for FBT going forward:
  — Minimal impact to campus over next 9 months
  — Contributes to broader FBT vision
  — Value added work that maintains momentum
  — Create a foundation for effective change
  — Defined in 3-5 month increments to be nimble
FBT Current State

> Define FBT Vision, Goals and Governance Structure
> Define methods for process inventory and mapping
> High level current state overview of Chart of Accounts
> Hired Cheryl DeBoise, Assistant Vice President for Planning and Implementation of the FBT initiative
  — Collaborate with business functions, Change Management and TAP*
  — Advise/recommend best practices
  — Develop new institutional accounting policies supporting FBT
  — Identify opportunities to simplify UW financial processes

* Transforming Administration Program (TAP)
QUESTIONS
STUDENT SYSTEMS MODERNIZATION

Enabling the UW’s Academic Mission

Darcy Van Patten
Director of Student Information Systems, UW-IT
Strategic Recruitment & Admissions

Context: Paper-based holistic review of 40,000+ UW Seattle undergraduate applications results in lack of flexibility to adapt process

Solution: Paperless review of Seattle Freshman applications implemented August 2015

What’s coming: New Coalition Application for Seattle Freshman, Paperless review for all Seattle populations, Support strategic changes in application timeline
Strategic Financial Aid

Context: Technology gaps result in manual, paper processes
- 14 week processing backlog during peak periods
- Reduced office hours for students
- Inability to strategically target institutional funds

Solution: Multi-phase financial aid modernization roadmap

What’s coming: Consolidated information and documents to support efficient work queuing, reporting and processing of changes
Student Success – Academic Planning

Context: MyPlan has become a primary tool that students use to plan their academics, register and track progress.

What’s new: Transfer planning for Washington State Community and Technical College students (funded by Bill & Melinda Gates Foundation).

What’s coming: Academic Explorer. Support the discovery and decision making process students work through to decide upon a major.
Student Success – Predictive Analytics

Context: Imperative to improve student outcomes on all three campuses. Focused retention and completion efforts at UW Tacoma

Solution: Civitas Learning Platform

What’s coming: Illume for institutional research at all three campuses, Inspire for Advisers at UW Tacoma, Educause grant funds collaboration with Undergraduate Academic Affairs and Institutional Research for adoption efforts and use in developing student support programs
QUESTIONS AND DISCUSSION
APPENDIX: TRF BACKGROUND MATERIALS
Methodology – Funding Profiles

> Basic Service Bundle
  — A charge for common services based on per capita

> University Supported Services
  — Services paid by the University

> Self Sustaining Services
  — A charge for services based on usage
Methodology – Per Capita

> Employee Headcount
  — Monthly/Salaried (Full and Part Time)
  — Exclude Hourly, Graduate Students, Stipendees
  — 4 Quarter average taken at Quarter mid-point
  — HEPPS “Home Department” for allocations

> Three Capita Classifications
  — Campus Employees (excluding Medical Center)
  — Students
  — Medical Center Employees
Methodology – GOF/DOF Funds

> Fund University Supported Services
> Fund Basic Services for Students
> Remaining funds subsidize Basic Services for campus employees
> Do not apply GOF/DOF to Medical Centers
> Information Management and Classroom Technology & Events not included
Basic Bundle of Services

> Accessible Technologies
> Accounts & Passwords
> Admin Systems Infrastructure
> Backup & Storage
> Campus Software Licensing
> CISO – Information Security & Privacy
> Data Center
> Data Networks
> Email, Calendaring, & Productivity Tools
> Emergency Preparedness & Business Continuity
> Enterprise Portal
> Teaching & Learning Tools
> Telecom Infrastructure
> Web Publishing
University Supported Services

> Information Management (IM)
> Classroom Technology & Events (CTE)
> Pacific Northwest Gigapop (PNWGP)
  — State Appropriation for Regional Networking
> UW Technology Administration
  — Specific Exclusions per MAA
Self Sustaining Services

- Cable TV
- Call Centers
- Computer Repair
- Consulting
- Data Centers
- Data Network*
- Email*
- Long Distance
- Managed Desktop
- Managed Servers
- MediaAmp
- Off Campus Connectivity
- Pager
- Server Co-Location
- SharePoint
- Smartphone Support
- Storage*
- Teleconferencing
- Telephones
- Videoconference Facilities
- Voice & Data Installations

*For service options outside the basic bundle