AGENDA

> Call to Order
> HR/P Modernization Update
> Student System Modernization Update
> Service Management
> UW-IT Investment Planning FY16 & FY17
  — Wrap up of FY 2016
  — Update on FY 2017
  — Impacts of HR/P
> Wrap up
HR/Payroll Modernization Update

Aubrey Fulmer
Executive Program Director
HR/P Modernization Program
WHERE WE ARE TODAY

> Over the past 4 months, program leadership has pulled together a clear picture of work in-flight

> Current status of activities indicates that we need to pivot from project-specific work to program-wide work in order to validate a cohesive design

> We are now re-organizing program activities to build and resource a sustainable foundation for program operations

> Conducting a careful re-evaluation of program plan; will not know full impact until the conclusion of assessment
  - User Acceptance Testing (UAT) will not start in January as planned
WHERE WE ARE HEADING

> After evaluation is complete, we will involve campus leaders in developing an action plan, which will include:

  – Clear understanding of impacts on program timeline, budget, and staffing

  – Building a Cohesive Design phase:
    > Validates integrity of design
    > Allows unfinished work to be completed before moving forward with further testing
    > Occurs holistically at the program level

> Program activities are being organized to support this effort, and to build a sustainable foundation for program operations
BENEFITS OF BUILDING A COHESIVE DESIGN

> Ensures the technology assets meet the business needs of the University and units
  – Workday business processes, security configurations, and integrations

> Provides ability to understand relationship between enterprise, process, and technical design layers
  – Make informed decisions about how the design is implemented at the University

> Builds resilience across the program
  – Share and develop knowledge, skills, communications and tools needed for long-term success
## ELEMENTS OF A COHESIVE DESIGN

### Enterprise Layer
Ensure that the HR/Payroll Modernization design meets enterprise-wide goals for process improvement, efficiency, and standardization.

<table>
<thead>
<tr>
<th>Data Strategy</th>
<th>Reporting Strategy</th>
<th>Integration Strategy</th>
<th>Security Strategy</th>
<th>Records Management / Attachments</th>
<th>User Experience</th>
</tr>
</thead>
</table>

### Process Areas Layer
Ensure that UW units can carry out their work with appropriate standards and variations across process areas.

- Manage Organizations and Positions
- Bring People into Positions and Appointments
- Track Time and Absence to Pay Employees
- Manage Changes to People, Positions, and Appointments
- Manage Separations
- HR Operations and Maintenance
- Payroll Operations and Maintenance
- System Operations and Maintenance

As enabled by: Workday workflow and configuration; reports; integrations and related business systems

### Technology Layer
Implement a secure, sustainable technical solution to meet UW needs and integrate with existing UW systems.

- Definition of UW data model and master data
- Configuration of rules and calculations
- Configuration of automated workflow
- Configuration of roles and security
- User interface development
- Integrations development
- Report development
- QA and release management
STEPS TO BUILDING A COHESIVE DESIGN

Cycle 1: Develop cohesive design with key subject matter experts; implement quick fixes and identify gaps

Cycle 2: Expand involvement to all of the HR/Payroll Modernization program, creating a common understanding; refine cohesive design and identify new gaps

Cycle 3: Engage business owners and key partners, and provide the context needed to make decisions that solidify the cohesive design

Cycle 4: Engage campus in iterative education, based upon Integrated Change Management Seven Steps, starting with Step 2 – Working with Workday
HR/P ENHANCED SUPPORT CENTER
ESTABLISHING AN HR/P ENHANCED SUPPORT CENTER

The HR/P Enhanced Support Center (ESC):

> Part of the University Transforming Administrative Program (TAP) Initiative

> Provides a unified approach to support and training for campus that includes:
  – Single point of entry for most inquiries
  – Development of a comprehensive knowledge base that will expand the level of accurate information

> Reports within the HR/Payroll Modernization program
## DRIVERS OF AN ESC MODEL - DELIVERY

<table>
<thead>
<tr>
<th>Driver</th>
<th>Original Model Challenges</th>
<th>ESC Benefits</th>
</tr>
</thead>
</table>
| Single Point of Contact       | • No Single Point of Contact (POC) for higher volume inquiries across the HR, Benefit & Payroll domains  
                               | • Multiple contacts could create different answers to the same questions                                                                     | • Create a single POC for higher volume Employee Self-Service (ESS) / Manager Self-Service (MSS) inquiries and basic FAQs across the HR, Benefits and Payroll domains  
                               |                                              | • Focus on full spectrum of customer inquiries by broadening scope of ESC model beyond Workday                                             |
| Fewer Hand-Offs and Pass-Throughs | • Narrow focus on Workday would generate more hand-offs  
                                   | • Lack of distinction between higher volume inquiries (e.g., ESS) and more complex administrative questions will lead to inefficient and/or frustrating pass-throughs to Tier 2 | • Reduce hand-offs and improve continuity by transitioning Tier 2 support into the ESC model  
                               |                                              | • Establish alternate points of contact for department/unit administrators with complex questions across the “Hire-to‑Retire” spectrum; reduces pass-throughs |
| End-to-End View               | • The siloed Tier 2 model inhibits true end-to-end view of designated processes             | • Establish a customer-focused team with end-to-end view across processes  
                               |                                              | • Cross-train the support team                                                              |
| Improved Alignment            | • Tier 1, Tier 2 and Application Support functions are not integrated into a common organization with clearly aligned objectives for supporting customers | • Integrate Tier 1, Tier 2 and the Application Support component of Tier 3 into a unified customer support organization with clearly aligned objectives |
## DRIVERS OF AN ESC MODEL – TECHNOLOGY AND STAFFING

<table>
<thead>
<tr>
<th>Driver</th>
<th>Original Model Challenges</th>
<th>ESC Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Technology</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consistent Use of Technology</td>
<td>• Siloed tiers would not drive consistent use of service management technology to provide better customer support, including the capacity to monitor and evaluate meaningful metrics, identify/resolve patterns in issues, and develop relevant knowledge management content</td>
<td>• Leverage UW Connect (ServiceNow) service and knowledge management capabilities consistently across Tier 1, Tier 2 and Tier 3 functions</td>
</tr>
<tr>
<td><strong>Staffing/Resources</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consistent Staffing/Resource Approach</td>
<td>• The siloed Tier 2 support model does not drive consistency in role descriptions, training and/or performance management of staff responsible for managing essential centralized business processes</td>
<td>• Apply consistent role descriptions, training regiments and performance management standards across the Tier 1, Tier 2 and Tier 3 Application Support functions</td>
</tr>
</tbody>
</table>
ENHANCING THE ESC MODEL

**Tier 1**
- High Volume Inquiries
- Inquiries from Key Department Contacts

**Tier 2**
- Escalated Workday Inquiries: External Support
  - UW - HR
  - Medical Ctrs
  - UW - Academic HR
  - UW - Payroll
  - UW - IT

**Tier 3**
- WD Application Support
  - Configuration
  - Security
  - Testing
  - Reporting
  - Training
  - Update Mgmt
  - Reports
  - Etc.

**ORIGINAL MODEL**
- Workday Inquiry Support
  - Inquiry Triage
  - Basic System How To Instructions

**ESC MODEL**
- Process & Solution Inquiry Support
  - Inquiry Triage
  - FAQ Responses
  - Basic System How To Instructions

- Escalated Workday Inquiries: Internal Support
  - Escalated Inquiries
  - Manage Designated BPs & Tasks
  - Respond to Inquiries from Key Department

- Single POC
## BENEFITS OF ESC TIERS, AS DRIVEN BY COHESIVE DESIGN

<table>
<thead>
<tr>
<th>Tier 1</th>
<th>Tier 2</th>
<th>Tier 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Enterprise Layer</strong></td>
<td><strong>Process Layer</strong></td>
<td><strong>Technology Layer</strong></td>
</tr>
<tr>
<td>Centralized responsibility to offer consistent, enterprise-wide responses</td>
<td>Seamless, coordinated escalation for more in-depth responses</td>
<td>Stronger University-wide governance</td>
</tr>
<tr>
<td>Organized by process area for business-specific support</td>
<td>Integrated issue resolution and communication</td>
<td>Quicker adoption and higher utilization rates for changes</td>
</tr>
<tr>
<td>Business context for system How-To’s</td>
<td>Consistent impact analysis across system components</td>
<td>Enterprise-wide center of excellence for applications changes</td>
</tr>
</tbody>
</table>

**HR/Payroll Modernization**
QUESTIONS?
Student System Modernization Update

Phil Reid
Associate Vice Provost, Academic Services
and Deputy Chief Information Officer, 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
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
Kuali Student Curriculum Management (CM)

Course and Program information managed in a single source system

Biological Sciences

Key Program Information

<table>
<thead>
<tr>
<th>IDENTIFYING DETAILS</th>
<th>PROGRAM TITLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Code</td>
<td>Biological Sciences</td>
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<tr>
<td>Level</td>
<td>Title Full</td>
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<td>Credential Program</td>
<td>Title Short</td>
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<td>Classification</td>
<td>Title Transcript</td>
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<tr>
<td>Degree Type</td>
<td>Title Diploma</td>
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<tr>
<td>Bachelor of Science</td>
<td>Biological Sciences</td>
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</table>

DATES

<table>
<thead>
<tr>
<th>Start Term</th>
<th>Summer 2004</th>
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<tbody>
<tr>
<td>End Inst Admit Term</td>
<td></td>
</tr>
<tr>
<td>End Program Entry Term</td>
<td></td>
</tr>
<tr>
<td>End Program Enroll Term</td>
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</tr>
<tr>
<td>Program Approval Date</td>
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</table>

LOCATION

<table>
<thead>
<tr>
<th>Location</th>
<th>North South</th>
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</thead>
<tbody>
<tr>
<td>Accreditation</td>
<td>CIP 2000 26.0101</td>
</tr>
<tr>
<td>CIP 2010</td>
<td>26.0101</td>
</tr>
<tr>
<td>HEGIS</td>
<td>040100</td>
</tr>
<tr>
<td>Institution</td>
<td>Kuali University</td>
</tr>
</tbody>
</table>
Status of CM Implementation as of October 2015

> Course data migrated to CM and in use to the Office of the Registrar

> Pilot programs of new course approval workflow was performed
  — All three campuses were included in pilot
  — Detailed understanding of approval workflow and committee needs was developed

> Remaining in backlog
  — Other course approvals (for example, course change)
  — Academic program (both new and change)
  — Lingering policy issues (in particular, distance learning designation)
## Revised Plan (reported in October 2013)

### COURSE

<table>
<thead>
<tr>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Centrally Managed Course</td>
<td>Learning Objectives</td>
</tr>
<tr>
<td>Policy/Process Assessment</td>
<td>Campus Course Workflow roll out</td>
</tr>
<tr>
<td>Pilot Course Workflow</td>
<td></td>
</tr>
</tbody>
</table>

### PROGRAM

<table>
<thead>
<tr>
<th>2014</th>
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<td>Centrally Managed Program</td>
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### STAFF

- **UW IT DEPTS.**
  - Demand on department participation increases

- **UW CM** is THE single source
- **Kuali Student Curriculum Management** dependencies
Emergence of KualiCo

> At the end of 2014, community-based development of Kuali Student stopped. Workflow shifted over to a commercial entity: KualiCo

> Strategy Board advised that we not partner with KualiCo, but monitor progress as we worked on academic planning (MyPlan) and CM

> KualiCo delivers CM SaaS product in September 2015

> Product evaluated in multiple demos, on-site visit by CM team, and at Kuali Days
Recommendation: Move to KualiCo Curriculum Management

> Reduced development costs
  — UWCM: ~$1.6M
  — KualiCo: ~$700K

> Reduced cost of ownership
  — UWCM: ~$400K/year in staff, plus infrastructure
  — KualiCo: ~$80K/year subscription, $100K/year in staff

> Delayed delivery of course, but faster delivery of program

> Consistent with UW-IT Software as a Service (SaaS) “cloud” strategy
Five Year Total Cost of Ownership
QUESTIONS
Service Management

Brad Greer
Associate Vice President, Computing Infrastructure and Chief Technology Officer, UW-IT
Service Management

Collaboration
- Poor, ad-hoc communication and coordination

Automation
- No automation

Process
- Unpredictable, uncontrolled reactive processes

Initial

Managed
- Managed communication, some shared decision making
- Siloed automation, no central infrastructure
- Processes are managed but not standardized

Defined
- Collaboration, shared decision making and accountability
- Central automated processes across the application lifecycle
- Processes are standardized across the organization

Measured
- Collaboration-based processes are measured to identify inefficiencies and bottlenecks
- Collect and analyze metrics of the automated processes and measure against the business goals
- Visibility and predictability of entire process quality and performance

Optimized
- Effective knowledge sharing and individual empowerment
- Self-service automation, self-learning using analytics and self-remediation
- Process risk and cost optimization
**UW-IT Service Management Highlights**

- **2006-09**: RT Tickets; NDT Change; UW-IT Service Catalog v1

- **2009-12**: ServiceNow contract; BAA; Process Owners defined; Service Assessments; Governance

- **2013**: Change Process; Distributed IT pilot; User Survey; Advisory; Tuning project; Net+ contract

- **2014**: Service Owners defined; Request Fulfillment; Financial alignment w/ Services; ITIL training; enterprise level product selection process

- **2015**: UW Connect (ServiceNow) launch; Incident, Problem, Request, Knowledge; MyRequests; OnCall Rotation; Customer Surveys; basic Metrics; ITSM Communities of Practice; Agile dev

- **2016**: HR/P Operations
Visibility for Customer

SaaS, Upgrades Built-In, Self-Service
Example 1 – Request Process Handling

January 2015

November 2015
Example 2 – Classroom Requests

Technical Services Records of Incidents/Requests

- Data projection/cable issues
- Other, inc. DVD/VHS issues, Portable Projection carts, ALC,
- Audio issues
- Overhead Projectors
- Installed Computer/laptop
- Unclassified issues

Legend:
- Autumn 2011 and Winter 2012
- Autumn 2014 and Winter 2015
Example 3 – UW NetID Password Reset
ENHANCING THE ESC MODEL

Tier 1

- High Volume Inquiries
- Inquiries from Key Department Contacts
- Workday Inquiry Support
  - Inquiry Triage
  - Basic System How To Instructions

Tier 2

- BPs Initiated by Department Specialists
- Escalated Workday Inquiries: External Support
- WD Application Support
  - Configuration
  - Security
  - Testing
  - Reporting
  - Training
  - Update Mgmt
  - Reports
  - Etc.

Tier 3

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ESC MODEL

- Escalated Workday Inquiries: Internal Support
  - Escalated Inquiries
  - Manage Designated BPs & Tasks
  - Respond to Inquiries from Key Department

- Single POC
Summary of Benefits

> Multi-level transparency
> Data improves processes
> Enterprise usage provides:
  — Reduced workflow friction – faster automation
  — Common definitions – improved collaboration
  — Common processes – reduced risk and cost
QUESTIONS
UW-IT Investment Planning FY16 & FY17

Erik Lundberg
Assistant Vice President, IT Services and Strategic Sourcing, UW-IT
Today...

> Wrap up of last year – Investment Planning for FY 2016

> Update on Investment Planning for FY 2017

> Impacts of HR/Payroll on UW-IT project capacity
**UW-IT Service Investment Planning**

**Business Case Development**

**UW-IT Project Prioritization Criteria**

- Importance
  - Strategic Value: Does the project directly support the mission of the university in any of the following ways? If yes, please explain.
  - Academic or student success: Does the project help to enhance the quality of teaching and learning? If yes, please explain.
  - Operational efficiency: Does the project improve administrative efficiency or reduce overall administrative costs for the University? If yes, please explain.
  - Efficiencies: Does the project support or facilitate research excellence? If yes, please explain.
- Support for Collaboration
  - Does the project enhance interdisciplinary collaboration in research, instruction, or other University activities across organizational, regional, or global boundaries? If yes, please explain.
- Urgency
  - Does the project address a high-priority issue or problem? If yes, please explain.
- Risk
  - Does the project address operational, financial, compliance, or information security risk? If yes, please explain.
  - Does the project create or mitigate IT operation risk, or are key services at risk? If yes, please explain.

**Business Case Evaluation**

- SIB Business Cases
  - Basic Metrics

**Investment Plan**

- FY16 UW-IT Investment Plan

- Portfolio Review Board
  - IT Service Investment Board

- Portfolio Review Board, Expenditure Review Committee
Wrap Up – Investment Planning for FY 2016

> 52 business cases submitted (44 in previous year)
> 85% approved (98% in previous year)
> Capacity started to be diminished due to HR/Payroll Modernization
  — So business cases were smaller, with no new major initiatives
UW-IT Project Portfolio

UW-IT Project Portfolio

Planning Cycle

Jan, 2016
Service Improvements and Updates

Teaching & Learning Update – January 2015

- MyPlan, Classroom upgrades, Analytics for student success

Research Support – January 2015

- Future of networking and Data Center – 40G campus backbone/100G national, Science DMZ
- Cyberinfrastructure support – F&A waiver, no-fee consulting for Research Computing, site-wide software
- Cloud initiatives for researchers – Azure and AWS with discounts, Cloud and Data Solutions support
- Response to UW Climate Action Plan – centralizing campus servers/storage/clusters

Project Prioritization Input for FY16 – March 2015

- Teaching & Learning – admissions and financial aid modernization (cont.), MyPlan, accessibility...
- Supporting Research – plan to grow investment through reallocation of existing resources and cost-recovery
- Strengthening Infrastructure – optical ring, mobile apps, web hosting, network strategy

in lieu of scoring
Coming Year – Investment Planning for FY 2017

> 16 business cases submitted (52 previous year)

> 3 major “enterprise” efforts

  ― Undergraduate Admissions Modernization – Seattle paperless (cont.)
  ― Financial Aid Modernization – Process and Communication Redesign (cont.)
  ― PNBDB Retirement (cont.)

> Smaller, internal efforts

  ― 3 internal infrastructure projects
  ― Self-service portals
  ― Network protocols modernization (address space expansion)
  ― 3 internal IT management projects
Coming Year – Investment Planning for FY 2017

> Capacity is now *greatly* diminished due to HR/Payroll Modernization

> What are we NOT doing?
  — Innovation of IT services
  — Capability mapping slowed

> What ARE we doing?
  — Paying down 30-40 years of technical debt
  — Transforming enterprise business processes
  — Keeping the trains running! And small, incremental improvements
Coming Year – Investment Planning for FY 2017

> Reconvene in spring based upon the HR/P efforts
QUESTIONS