IT SERVICE INVESTMENT BOARD
March 9, 2017
AGENDA

> Call to order
> Administrative Systems Modernization Update
  — HR/Payroll Modernization
  — Finance Transformation
  — Student Systems Modernization
> TRF FY 2018 Annual Review Update
> UW-IT Investment Planning for FY18
> Wrap up
ADMINISTRATIVE SYSTEMS MODERNIZATION UPDATE
HR/PAYROLL MODERNIZATION

Aubrey Fulmer
Executive Program Director
HR/P Modernization Program
Where We Stood Last Time

DECEMBER 2016:

> The program was on time and on budget

> System design and configuration were almost complete

> A rigorous testing phase had just begun

> Intensive attention was turning to people and technical readiness
Where We Stand Today

March 2017:

> The program is still on time and on budget; Workday will launch mid-June with its first paycheck issued on July 10

> System design and configuration still nearly complete; change control put in place; some outstanding benefit configuration remains

> Testing is progressing very well
  – Unit and Regression testing (U/R) now complete
  – Two of three cycles of Integration and End to End testing (iE2E) complete, with very good results, indicating the system design is sound
  – End user/Campus User Acceptance Testing (UAT) began Feb. 27
    > ~250 campus administrators expected to participate

> People and technical readiness activity increases
  – Training curriculum now under development. Training for central business units mid- to late-April; training for campus May/June.
  – Monthly readiness status reports for each unit indicate where more resources may be needed to achieve readiness
The Integrated Service Center

> Moving to an integrated model for HR, Benefits, Academic HR and Payroll service delivery

> Supporting transactional processes (e.g., HCM Business Process approvals, reviews, corrections) to ensure data integrity

> Inquiry support for employees, managers and departmental specialists

> Departments will still initiate transactions within their units, but the ISC will review critical processes that impact pay, benefits and key institutional reporting

> Implementation on track for launch in spring 2017
Why the ISC Is Needed Now

A new support model is important to provide robust support for Workday:

> Moving to an integrated HR/Payroll system from current state – no HR system and 35-year old payroll system

> Moving to an evolving system that will regularly change to meet our needs

> Support needed during transition and ongoing evolution
Benefits of the ISC

Enhanced Customer Service

- Single point of contact, eliminate unnecessary hand-offs:
  - Does not preclude local support where available, but eliminates multiple points of contact when inquiries are addressed centrally
- Unified approach to support, training, communication and ongoing updates
- Development of comprehensive knowledge base
- End-to-end process insight across the HR, Academic HR, Benefit, and Payroll domains

Optimized Operations & Data Integrity

- Ensure the right people/areas are engaged in right steps to improve operations and maintain compliance

Continuous Improvement

- Develop competencies to address existing and emerging requirements
- Implementing a case management tool to continuously improve service delivery
Progress on the ISC

> ISC Executive Director will report up to Finance and Administration; Executive Director search expanded

> Construction completed in section O-2 of the Tower

> Staffing for management and Workday support roles underway

> User Acceptance Testing on UW Connect (case management system) complete
We are here

ON GOING INTEGRATION AND END TO END TESTING

PAYROLL PARALLEL TESTING CYCLES

USER ACCEPTANCE TESTING

GO-LIVE ASSESSMENTS

DEPLOY / GO-LIVE

STABILIZATION

ICM STEPS 2-3 (PLAN)

ICM STEP 4 (PREVIEW & TEST NEW WORK)

ICM STEP 5 (TRAINING)

ICM STEP 6 (GO-LIVE/STABILIZE)

ICM STEP 7 (CONTINUOUS IMPROVEMENT)

INTEGRATED SERVICE CENTER

BUILD

DEPLOY
# Mitigating Risks

<table>
<thead>
<tr>
<th>Risk</th>
<th>Mitigation</th>
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<tr>
<td>Changes as a result of union negotiations could impact the scope and delivery of the Workday solution. Current round of negotiations remains open.</td>
<td>Outside counsel has been retained to support UWHR and the program in managing labor relations, communications, and coordination.</td>
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<td>Change management, training and post-product support plans were based on benchmarking with other higher education institutions of similar size (the number of system users) and complexity. Any significant deviation from these numbers will require an adjustment of the plans.</td>
<td>The program is working with University partners to ensure that we identify the right resources to meet the operational needs of the units after the launch of Workday.</td>
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<td>List of departmental systems impacted by HR/Payroll Modernization may not be fully identified, despite multiple inquiries/attempt to capture this information.</td>
<td>In addition to a final survey of the University conducted over the summer, a Technical Readiness Leads group (with each unit represented) has been organized to help identify impacted systems and prepare their systems for the future-state. A Technical Readiness Manager has also been assigned to the program to coordinate this effort. Technical Readiness Leads meet monthly and report on status of their units.</td>
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<td>The Integrated Service Center (ISC) model design is complete, and construction of the space is nearing completion. However, staffing of the ISC is a risk to the Workday roll-out. Failure to hire the targeted number of 61 qualified resources in a timely manner could jeopardize the operational effectiveness of the ISC at go-live and through stabilization. Lack of adequate funding to support longer term staffing needs will impede the ISC from meeting core objectives.</td>
<td>Retaining an external search firm to identify a pool of qualified ISC Executive Director candidates. Posting all positions not still under negotiation with bargaining units. Implementation team resources will augment ISC staffing at go-live to mitigate operational risks, but the objective remains to ensure a fully staffed and trained ISC by go-live. Finally, analyzing options to fund an efficient model in the post-stabilization timeframe.</td>
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<td>Benefits configuration and testing is lagging behind other components of the solution design.</td>
<td>Supplementing the Benefits team with additional UW and Workday resources to accelerate progress on completion of outstanding configuration and advancement of testing activities. Plan contingency provides sufficient time to overcome this gap, but need to ensure close of configuration by the end of February to avoid delays in the broader project timeline.</td>
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QUESTIONS
UW FINANCE TRANSFORMATION

Cheryl DeBoise
Assistant Vice President, Finance Business Transformation Program
Finance Transformation Work Streams

> HRP Fiscal Management Strategy
> Financial Process Framework
> Operations Strategy and Alignment
> ERP System Replacement Strategy
**Finance Transformation Work Streams**

**HRP Fiscal Management Strategy** – Analyze impact of HRPM to fiscal management functions and identify what can be:

> Incorporated in go-live
> Deferred until after stabilization or to finance transformation
> Support HRP Program on training/change management

**Business Process Framework** (utilize FSNA and FSSR work that established requirement, side system, reporting inventory)

> Financial process (process inventory, as-is, future state)
> Financial data model (elements that drive reporting)
> System assessment and strategy
Finance Transformation Work Streams (continued)

Operations Strategy and Alignment

> Align Legacy System and UWFT Governance
> Legacy System Pre-transition – simplify the landscape
> Enterprise Financial Project Portfolio – prioritize work/resources

ERP System Replacement Strategy – Drive system selection

> Update fit gap/gather data
> Draft/validate system strategy
> Business case, roadmap and funding model
> Define timing of State/BOR Approvals
> Define Phase I scope, including analysis of scope of UW Medicine
> Analyze trade-off between Phase II finance, Phase II HPRM or start of student modernization
Finance Transformation Timeline

Through Fall 2017

> Kick-off business process work
> Define scope and phasing
> Update fit gap/gather data
> Draft/validate system strategy
> Business case, roadmap and funding model

Fall 2017 to Summer 2018

> Obtain State and BOR approvals
> Select system
> Continue financial process work
> Transition key HPRM staff to UWFT

Summer 2018 to Summer 2020

> Implement Phase I
QUESTIONS
STUDENT SYSTEMS MODERNIZATION

Phil Reid
Associate Vice Provost, Academic Services and Deputy Chief Information Officer, UW-IT
Undergraduate Admission Modernization

> All domestic freshman applications produced digitally (a first!)
> International freshman applications produced digitally (another first!)
> Next: AAU Coalition Application, then focus on transfer/post-bac
Financial Aid Modernization

> 16,400 documents scanned from July 16 to present
> 8,210 students served to date
> Next: Student online form submission and improving core processes
MyPlan

> Released “Academic Explorer” to advisers, faculty and staff
> 90% complete on collecting and codifying program information (just a couple of hold outs)
> Significant improvements in course search functionality
> Next: Student-facing Academic Explorer and improved registration
Curriculum Management

> 114 departments able to manage 321 undergrad programs and 502 credentials
> 35,000 courses loaded into Curriculum Management
> 85% of departments can now submit, route and change new and existing course proposals electronically
> Established the Curriculum Management Oversight Committee (CMOC)
> Next: Include graduate programs and replace “1503” or new program process

**MED EM 606 | Emergency Medicine Clerkship Idaho Falls**

**Proposal Information**

**Workflow Status**
University > University of Washington > University Curriculum Office
Marianne Ramos Schulze - Review

- University (University of Washington)\University Curriculum Office
  - Marianne Ramos Schulze

**Changes**

**Course Information**

Prefix (Required) | Course Number (Required)
--- | ---
MED EM | 606
QUESTIONS
TRF FY 2018 Annual Review Update

Bill Ferris
Chief Financial Officer, UW-IT
FY 2018 Technology Recharge Fee

The Provost has approved FY 2018 Technology Recharge Fee as recommended by the IT Service Investment Board.

<table>
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<tr>
<th>TRF Monthly Rate</th>
<th>FY17</th>
<th>FY18</th>
<th>$ Increase</th>
<th>% Increase</th>
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<tbody>
<tr>
<td>Med Center Employee*</td>
<td>$51.34</td>
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<td>Admin/Academic Employee</td>
<td>$56.13</td>
<td>$56.13</td>
<td>$0.00</td>
<td>0.0%</td>
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*Excluded from GOF/DOF subsidy; Network & Telecom billed separately. Effective rate $85.00.
UW-IT Investment Planning for FY18

Erik Lundberg
Assistant Vice President, IT Services and Strategic Sourcing, UW-IT
Investment Planning for FY 2018

> 21 Business cases were received
> Reduced to 13 for full evaluation, now in mid-stream
> Mostly routine, but some are preparing for ERP modernization and improving security
> Lots of ongoing work taking place... HR/P, Finance, Student Systems
> The following represents some additional work being considered for next year...
Teaching and Learning

> TA training facilities to help students make use of digital tools, with reusable content

Collaborative Apps

> Retire undersubscribed Catalyst Tools that are redundant with other tools, to reduce cost and complexity
Administrative Systems

Data and Analytics

> Provide purchasing data (from Ariba) in the EDW
> Track enterprise data meanings, usage, lineage, etc. across enterprise IT systems (a data governance tool)

Document Management

> Retool internals of Enterprise Document Management System

Finance Systems

> Final migration of grant receivables to standard processing system
Infrastructure

Identity and Access Management

> Improve integration capabilities between enterprise systems using system access/authorization protocols, to simplify automation and maintain security

Enterprise Risk

Business Continuity

> A tool to manage Business Continuity and Disaster Recovery plans across all UW-IT systems and services; could potentially be expanded for use across the UW

Identity and Access Management

> Remove SSNs from Identity Registry
Customer Support Management

> Improve identification of customers using the UW-IT Help Desk

> Improve internal metrics and peer benchmarking

> Build an enterprise Application Registry to facilitate ERP modernization projects, and to comply with new state policy requirements

> Update internal network and telephone provisioning and billing systems
> If anything else develops after final evaluation, we’ll circle back
QUESTIONS
QUESTIONS AND DISCUSSION