IT Strategy Board

November 19, 2014
Agenda

- Call to Order
  - Welcome and introductions
  - IT Strategy Board 2014-15 agenda
- UW Administrative Systems Modernization Strategy
  - Strategy overview
  - HR/Payroll Modernization
  - Financial Systems strategy and readiness
  - Kuali Student next steps
- UW-IT’s Response to Environmental Stewardship Committee Recommendations and Policy
- TRF Annual Review and Recommendation Update
- IT Project Portfolio Executive Review

UNIVERSITY of WASHINGTON
# Proposed 2014-15 Agenda

<table>
<thead>
<tr>
<th>Month</th>
<th>IT Strategy Board Topic</th>
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<tbody>
<tr>
<td>February 3, 2014</td>
<td>✓ HR/P Modernization&lt;br&gt; ✓ UW-IT Portfolio Review and Allocation recommendation&lt;br&gt; ✓ IT support for Research Administration</td>
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<td>May 12, 2014</td>
<td>✓ IT Research Support&lt;br&gt;  ▪ Future of Networking&lt;br&gt;  ▪ Cyberinfrastructure support&lt;br&gt; ✓ eScience Institute initiatives&lt;br&gt; ✓ IT Service Investment Board portfolio prioritization outcomes</td>
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<tr>
<td>November 19, 2014</td>
<td>▪ UW Administrative Systems Modernization Strategy&lt;br&gt;  ▪ HR/Payroll Modernization&lt;br&gt;  ▪ Finance Systems strategy and readiness&lt;br&gt;  ▪ Kuali Student next steps&lt;br&gt;  ▪ UW-IT’s Response to Environmental Stewardship Committee Recommendations and Policy&lt;br&gt;  ▪ TRF Annual Review and Recommendation</td>
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<td>February 17, 2015</td>
<td>▪ CISO IT Security and Privacy strategy and key initiatives&lt;br&gt;  ▪ UW Medicine IT Security strategy and key initiatives&lt;br&gt;  ▪ IT Service Portfolio Allocation&lt;br&gt;  ▪ Kuali Student Next Steps</td>
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<tr>
<td>May 8, 2015</td>
<td>▪ Infrastructure progress, challenges and future directions&lt;br&gt;  ▪ Mobility strategy</td>
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UW Administrative Systems Modernization Strategy
Administrative Systems Modernization

Strategy Key Assumptions

- Undertake only one major system replacement at a time
- Focus on incremental innovation for areas such as student systems
- Address shadow systems and understand campus reporting needs
- Leverage momentum and expertise from initial system replacement to accelerate replacement progress
- Provide better information for decision making as rapidly as possible
## Administrative Systems Modernization

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<tr>
<th>Year</th>
<th>HR/Payroll</th>
<th>Finance</th>
<th>Student</th>
<th>Enterprise Info Mgmt</th>
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<tr>
<td>FY 13</td>
<td>Business process redesign</td>
<td>Procure to Pay</td>
<td>MyPlan / Student self svc</td>
<td>EDMS</td>
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<td>FY 14</td>
<td>Replace legacy systems</td>
<td>HR/P - finance intersections</td>
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<td>FY 15</td>
<td>Additional functionality</td>
<td>Options analysis</td>
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*Significant implementation effort*
*Incremental modernization*
*Project start up*

(Ongoing maintenance and production support not represented)

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*Meeting biennium dates are critical to project success*
HR/Payroll Modernization
HR/P Implementation Timeline

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<tbody>
<tr>
<td>Plan</td>
<td>Design (Architect)</td>
<td>Configure &amp; Prototype</td>
<td>Test</td>
<td>Deploy</td>
<td>Post-Production support</td>
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- **Data Conversion and Migration**
- **Integrations**
- **Quality Management**
- **Organizational Change Management, Communications, Knowledge Transfer and End-User Training**
- **Operational Readiness**

We are Here
Design Phase Accomplishments

We have completed a significant amount of work on this project. Thank you to all who have contributed time and resources to date!

- Completed design sessions with 200+ SMEs
- Made key design decisions
- Completed design guides/workbooks
- Loaded core employee data into Prototype 0
- Launched UW@Work, the project newsletter
- Identified major impacts
- Identified 97 integrations with campus systems
Key Design Decisions

- Move to a biweekly payroll schedule (26 annual pay periods)
- Implement actual time reporting instead of exception time reporting
- Align leave accrual elements to the new biweekly pay schedule
- Become the "system of origin" for benefits information
  - Create and maintain benefits eligibility records electronically
  - Provide online benefits enrollment
  - Send electronic updates to the state's PAY1 system
- Move to a single workweek across UW that will run Sunday through Saturday
- Use a position management staffing model
Configuration Phase Overview

- Focused on building the system that we designed during the design phase
  - Load P1 data (more comprehensive)
  - Ensure functional processes work
  - Build and test integrations
  - Develop test plans and scripts

- Unit engagement will increase
  - Conduct unit-specific impact assessment
  - Develop readiness teams
  - Increase communications
  - Prepare training materials
Configuration Phase Vision

- Upon completion of the Configuration & Prototype Phase, the HR/Payroll Modernization team will have configured and validated Workday, loaded UW data, and built system integrations and custom reports.
- In coordination with HRIS, Medical Centers and UW-IT, downstream systems will be prepared for the new operating environment.
- Through the team's outreach and engagement efforts, the University community will be informed about the project and its impacts, and will have begun unit readiness activities.
- The project team, business owners and University community will be prepared to participate in testing and training activities.
Configuration Phase Objectives

1. Complete configuration and prototyping of system to ensure the system is ready for the Testing Phase
2. Complete loading and validation of Prototype 1 and Prototype 2 data
3. Complete development and unit test of integrations and reports
4. Inform and secure buy-in from the University community about the project, impacts, and preparedness activities
5. Complete preparations for the Test Phase
6. Identify recommended ongoing Operating Model
Questions?

http://f2.washington.edu/teams/hrp
Finance Systems Strategy and Readiness
## Finance Systems
### Strategy and Readiness

<table>
<thead>
<tr>
<th>Goals and Objectives</th>
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<tr>
<td>Engage Gartner Inc. as objective, vendor-neutral 3rd party</td>
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<td>Preliminary, high level assessment of institutional readiness for the Finance Modernization effort</td>
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<td>Inform how and when to proceed with the Modernization effort.</td>
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<td>Assess technologies UW has chosen for Student and HR/P administrative systems: Kuali and Workday</td>
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<td>Leverage FSNA work, minimize campus impact</td>
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<td>Develop business case that reflects fit/gap, total cost of ownership, and roadmaps for each option</td>
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Gartner Deliverables

1) Validated Strategic Drivers, Assumptions, Risks

2) ERP Financials Readiness Assessment

3) ERP Fit/Gap for both Options

4) Options Analysis Framework

5) ERP Financials Business Case and Total Cost of Ownership

6) ERP Financials System Roadmaps
## Administrative Systems Modernization

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*Meeting biennium dates are critical to project success*
Governance Structure

SPONSOR
WORKING GROUP

• Paul E Jenny, Vice Provost Planning and Budgeting
• Ruth Mahan, Chief Business Officer, UW Medicine & VPMA UW
• Kelli Trosvig, Vice President for UW-IT and CIO
• V’Ella Warren, Senior Vice President, Finance and Facilities

PROJECT TEAM

• Jeanne Marie Isola, Director, Finance, UW-IT
• Kim Jaehne, Executive Assistant, UW-IT
• Melissa Bravo, Project Manager, UW-IT
• Tim McAllister, Senior Analyst, UW-IT
• Lisa Yeager, Project Advisor, UW-IT
• Jenn Dickey, Senior Project Lead, UW-IT
• Business Analyst, Contract or FTE

ADVISORS TO
WORKING GROUP

• Ann Anderson, Associate Vice President and Controller
• Susan Camber, Associate Vice President, Financial Management
• Mary Fran Joseph, Associate Dean for Administration & Finance, School of Medicine
• Aaron Powell, Associate Vice President for Information Management
• Gary Quarfoth, Associate Vice Provost, Office of Planning and Budgeting

PROJECT DELIVERABLE
REVIEW TEAM

• Ann Anderson, Associate Vice President and Controller
• Bill Ferris, Chief Financial Officer, UW-IT
• Sarah Hall, Assistant Vice Provost, Office of Planning and Budgeting
• Barbara Wingerson, Executive Director, Finance and Administration, Finance and Facilities
We will model 2 (“shadow”) financial systems to validate system requirements and estimate costs.
## Gartner Processes included in scope

<table>
<thead>
<tr>
<th>Gartner Processes</th>
<th>Included Processes</th>
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<tr>
<td><strong>Record-to-Report</strong></td>
<td>General Accounting/General Ledger</td>
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<td>Treasury &amp; Cash Management</td>
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<td><strong>Order-to-Cash</strong></td>
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<td><strong>Technology</strong></td>
<td>Solution Applications &amp; Technology Architecture</td>
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**UNIVERSITY of WASHINGTON**
Finance System Strategy and Readiness Timeline

Jul-Aug 2014
- Finalize Gartner SOW
- On board Staff Resources
- Prep Work
- Oct Kick off
  - Strategy, readiness and process workshops
  - Fit/gap analysis
  - TCO
  - Final report and next steps

Sep-Oct 2014

Nov-Dec 2014

Jan-Feb 2015

Mar-Apr 2015

Organizational Change Management, Communications

HR/Payroll Implementation:
- Design Phase
- Configure and Prototype (cont. through May 2015)

Today

UNIVERSITY of WASHINGTON
Questions & Discussion
Kuali Student Next Steps
Transition from .org to .com

In late August 2014, the Kuali Foundation announced the launch of a for-profit affiliate, called KualiCo, to develop and offer cloud-based software as a service (SaaS) product for the five product streams:

- Ready: Cloud-based storage
- OLE: Library asset management
- Coeus: Research administration system
- Finance: Financial administration system
- Student: Student information system
Changes Accompanying 2.0

- Kuali Student Board moved to discontinue software development by the end of November

- Existing MoU with the Kuali Foundation for work on Kuali Student will be terminated at the end of this month

- The UW will continue to implement and use two products:
  - MyPlan: Keep production version in place and expand with Academic Explorer
  - Curriculum Management: Took delivery of CM 3.0 and are now implementing course and product approval processes
Changes Accompanying 2.0

- Software developed under the community source model will remain available as open source software.

- With the transition of Kuali Student development to KualiCo, the need for software developers on this project has been reduced, allowing our resources supporting Kuali Student to be deployed internally to address specific UW needs.

- There is an opportunity to contribute to the development of KualiCo as an investing partner. The UW is currently exploring what this investment would entail, evaluating how the UW would benefit from such an investment, and assessing whether the software developed by KualiCo addresses our needs.
Questions & Discussion
UW-IT’s Response to Environmental Stewardship Committee Recommendations and Policy
Climate Action Plan Policy Committee - FY14

- Reviewed more than 80 greenhouse gas reduction strategies
- One of top 3 strategies - Server relocation and virtualization
- Why? Local server rooms are not efficient and have significant costs
A Spectrum of Possible Solutions

- Status Quo – rely on operational life cycle
- Scheduled refresh
- Aggressive virtualization and pooling
- Review purchases to optimize location, density, etc.
- Restrict new hardware purchases – use services only
In support of the UW’s efforts to meet its climate goals and objectives, **no new server rooms or upgrades are to be designed into new or existing buildings on any of the campuses of the University of Washington.**

- A server room is defined as a separate or shared space to store, power, and operate computer servers and their associated components in support of business functions. Business functions are all of the activities that support the work of the University, be they academic, administrative, research, or clinical in nature.
Additional Needs for Policy

- Computing as a commodity
- Increasing research computing
  - Big Data
  - Highest Network Connectivity (HSRN)
UW-IT Response & Strategy

Adjust services to match unknown demands resulting from policy change

- Increase density per rack
  — Virtualization and HPC services share infrastructure
  — Co-location services offer shared rack space

- Increase use of cloud services
  — Administrative systems (SaaS)
  — F&A waiver to improve cost model
  — HIPAA BAA agreements with Amazon and Microsoft
Increase Density to Match Growth

- UW-IT has capacity to triple existing power density at 4545, UW Tower, and Tierpoint
- Cloud Services have unlimited capacity
Board Input and Action

Requesting endorsement of this plan:
- Are we on the right track?
- Are we missing anything?
- Other thoughts and comments?
TRF Annual Review and Recommendation
Technology Recharge Fee – FY 2016

Background
- TRF is a per capita rate applied to all UW to support a basic bundle of services
- Review and recommendation by the TRF Advisory Committee

Service Investment Board Recommendation for FY 2016
- Maintain fundamental cost allocation methodology used for prior TRF
- Increase the TRF by under 2% for FY 2016 to help offset rising cost of operations
## TRF for Fiscal Year 2016

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<tr>
<th>Campus</th>
<th>FY11</th>
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The TRF supplements GOF/DOF resources to provide Basic Services. Reduction of Dial Tone rate resulted in $6M savings to campus.

* Rate change for FY14 reflects adjustment in methodology (shift in allocation of Student Admin Sys)
** Excluded from GOF/DOF Subsidy, Network, & Telecom billed separately. Effective Rate: $83.69
IT Project Portfolio Executive Review
Questions & Discussion
Appendix: IT Governance Structure
Information Technology (IT) Governance

IT Strategy Board
- Strategic Plans
- Recommend Policies
- Funding Strategies

TRF Advisory
- Provide Analysis
- Identify Issues
- Recommendations

President
- Provost

IT Service Investment Board
- Prioritize Projects
- Recommend Funding Levels
- TRF Review

Vice President for UW-IT and CIO
- Service and Process Improvement
- Recommendations

IT Boards supported by the Office of the Vice President for UW-IT and CIO

Updated: May 6, 2013
## IT Governance Membership

### IT Strategy Board
- **Kelli Trosvig**  
  UW Information Technology  
  Chair
- **Gerald Baldasty**  
  Academic and Student Affairs
- **Joel Berg**  
  School of Dentistry
- **Harry Bruce**  
  The Information School
- **James Fine**  
  UW Medicine
- **Paul Jenny**  
  Office of Planning & Budgeting
- **Edward Lazowska**  
  Computer Science & Engineering
- **Mary Lidstrom**  
  Office of Research
- **John Slattery**  
  School of Medicine
- **V’Ella Warren**  
  Finance & Facilities

### IT Service Investment Board
- **Harry Bruce**  
  The Information School  
  Chair
- **David Anderson**  
  Health Sciences Administration
- **Susan Camber**  
  Financial Management
- **Walt Dryfoos**  
  University Advancement
- **Joe Giffels**  
  Office of Research
- **Mary Fran Joseph**  
  UW School of Medicine
- **Ana Karaman**  
  UW Bothell
- **Jack Lee**  
  Faculty Senate
- **Dawn Lehman**  
  College of Engineering
- **Stephen Majeski**  
  College of Arts & Sciences
- **Gary Quarfoth**  
  Office of Planning & Budgeting
- **Liz Shirley**  
  UW Medicine
- **Kelli Trosvig**  
  UW Information Technology
- **Bill Ferris, ex officio**  
  UW Information Technology
- **Tom Sparks, ex officio**  
  College of Engineering

### TRF Advisory Committee
- **Bill Ferris**  
  UW Information Technology  
  Co-Chair
- **Tom Sparks**  
  College of Engineering  
  Co-Chair
- **Amy Floit**  
  Office of Planning & Budgeting
- **Jonathan Franklin**  
  School of Law
- **David Green**  
  School of Medicine
- **Linda Rose Nelson**  
  College of Arts & Sciences
- **Barbara Wingerson**  
  Finance & Facilities
- **Maureen Broom**  
  UW Medicine
- **Betsy Bradsby, ex officio**  
  Research Accounting & Analysis

### IT Service Management Board
- **Chuck Benson**  
  Facilities Services  
  Chair
- **Suzanne Blais**  
  UW Tacoma
- **Kate Cullen**  
  Foster School of Business
- **John Drew**  
  The Graduate School
- **Bob Ennes**  
  Health Sciences Administration
- **Jan Eveleth**  
  UW Information Technology
- **Jean Garber**  
  School of Dentistry
- **Brad Greer**  
  UW Information Technology
- **Brent Holterman**  
  UW Information Technology
- **Erik Lundberg**  
  UW Information Technology
- **Linda Rose Nelson**  
  College of Arts & Sciences
- **Barb Prentiss**  
  School of Medicine
- **Matt Saavedra**  
  Registrar's Office
- **Diana Sartorius**  
  Environmental Health & Safety
- **Karalee Woody**  
  UW Information Technology
- **Mary Mulvihill, ex officio**  
  UW Information Technology

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Updated 11/5/2014