

UW Technology Working Group



July 15, 2009

The Working Group Is Charging Forward

Ten sub-teams are implementing the goals of the UW Technology Working Group, and they will make their recommendations within the next few months. The teams' recommendations will result in improvements to UW Technology as well as institutional oversight for the University. See details on page 2.

How It Started

An initial Working Group was formed by President Mark Emmert on June 24, 2008 to assess the reasons for a significant deficit in UW Technology and to develop a business plan to move the organization forward.

The Working Group's charge was to:

- Identify the magnitude and root causes of and solutions for the current financial situation, eliminate any ongoing deficit, and address the impact of the cumulative deficit
- Stabilize UW Technology by clarifying current capabilities, developing strategies to stabilize operations, engaging staff to recommit their efforts, and communicating with the UW community on service implications
- Develop a long-term operational and financial model for the operation
- Assess the University's oversight structure for fiscal management, especially for self-sustaining units

The Working Group, led by Senior Vice President for Finance and Facilities V'ella Warren, developed recommendations for stabilizing UW Technology and building a solid, sustainable financial foundation. It also recommended improvements to institutional oversight. Its September 10, 2008 report is here: [UW Technology Working Group Report to President Mark A. Emmert - Root Causes and Recommendations](#)

The Goals

The 10 sub-teams now are working on advancing the following goals, which come from the report's recommendations:

- Establish a sustainable model for funding technology strategy and operations, including state (GOF), local (DOF), and recharge models
- Develop internal financial reporting mechanisms and models to assure accountability and control of resources
- Determine service delivery models for UW Technology in administrative and research information technology, looking at short- and long-term University needs
- Strengthen institutional oversight of self-sustaining activities and broader controls for deficits and financial risk management
- Improve the organizational climate

10 Sub-teams Are Taking Action

The UW Technology Working Group formed [10 sub-teams with representatives from across the UW community](#) to complete critical projects that support the recommendations in its September 2008 report to President Emmert. Two additional sub-teams (*Funding Commitment Process Improvements* and *Expanded MAA Oversight*) will be addressed winter 2009. The following 10 sub-teams established timelines, identified high-level deliverables, agreed on critical milestones, and outlined related dependencies:

Institutional Oversight Teams/Goals

Governance Action Team (GAT)

By fall 2009, develop recommendations for a future IT governance purpose, charge, scope, and structure for the University of Washington that enables the University to make strategic decisions about information technology in accordance with the goals outlined in the Working Group report.

Finance Recharge and Funding Model

By winter 2010, develop an IT funding model for UW Technology's current and future services.

Financial Risk

By fall 2009, develop a comprehensive framework recommendation for oversight that ensures adequate financial review of the activities of the University's self-sustaining units.

Deficit Policy

By fall 2009, develop a comprehensive, written policy regarding budget deficits and resolution of budget deficits.

Financial Management Awareness

By fall 2009, provide Vice Provosts, Vice Presidents, Deans, and Chancellors the necessary tools and information to effectively manage their organization's revenues, liabilities, and other financial responsibilities; aligning them to campus and department strategies, operations, and financial resources.

UW Technology Improvement Teams/Goals

Service Delivery and Infrastructure

By summer 2009, develop a service/operational model for UW Technology focused on current and future technology delivery and infrastructure. Develop and improve a basic portfolio of services offered to faculty, students, and staff.

- ✓ **Update:** A preliminary model currently is being integrated with Finance Recharge and Funding Model development.

Research

By summer 2009, analyze and recommend a research technology service model focused on research strategy and support for the UW. Develop and improve technology support for UW research strategies.

- ✓ **Update:** A preliminary model currently is being integrated with Finance Recharge and Funding Model development.

Internal Reporting

By fall 2009, develop a series of executive- and unit-level financial and management reports in UW Technology to enable unit leaders to make informed decisions and to ensure accountability. Be responsive to emerging reporting needs for external stakeholders.

Climate, Culture, and Engagement

By fall 2009, identify and recommend behaviors, mechanisms, systems, and frameworks that build and sustain trust throughout UW Technology to increase resiliency and enable staff to be fully engaged.

UWTV

By fall 2009, develop a predominately self-sustaining business plan for UWTV that maximizes benefits for the University of Washington.

Success Criteria and Timeline Set

Success Criteria

The Working Group has set the following criteria to determine when this effort is complete:

- It meets the deliverables identified by President Emmert and Provost Wise
- The UW adopts the sub-team recommendations; outreach begins in fall 2009
- The UW community engages with and owns the UW Technology service delivery model and recognizes the level of funding necessary to support it
- The UW Technology recharge model recovers the full cost of the services and is implemented in 2010

Timeline for Next Steps

- **December 2009**
All project recommendations complete
- **January – June 2010**
Incorporate feedback from UW community
- **July 2010**
UW Technology funding model implemented

**Progress Updates:
Watch for Key Accomplishments
and Next Steps Online**

[UW Technology Working Group Web Page](#)

“While this effort is ambitious, it is nonetheless critical in achieving the UW’s research, teaching, and service missions.

We must have and deserve to have a technology organization that provides flexible, cost-effective, creative, and sustainable services to the UW communities.”

- UW President Emmert
UW Technology Working Group Charge Letter