



# IT Strategy Board

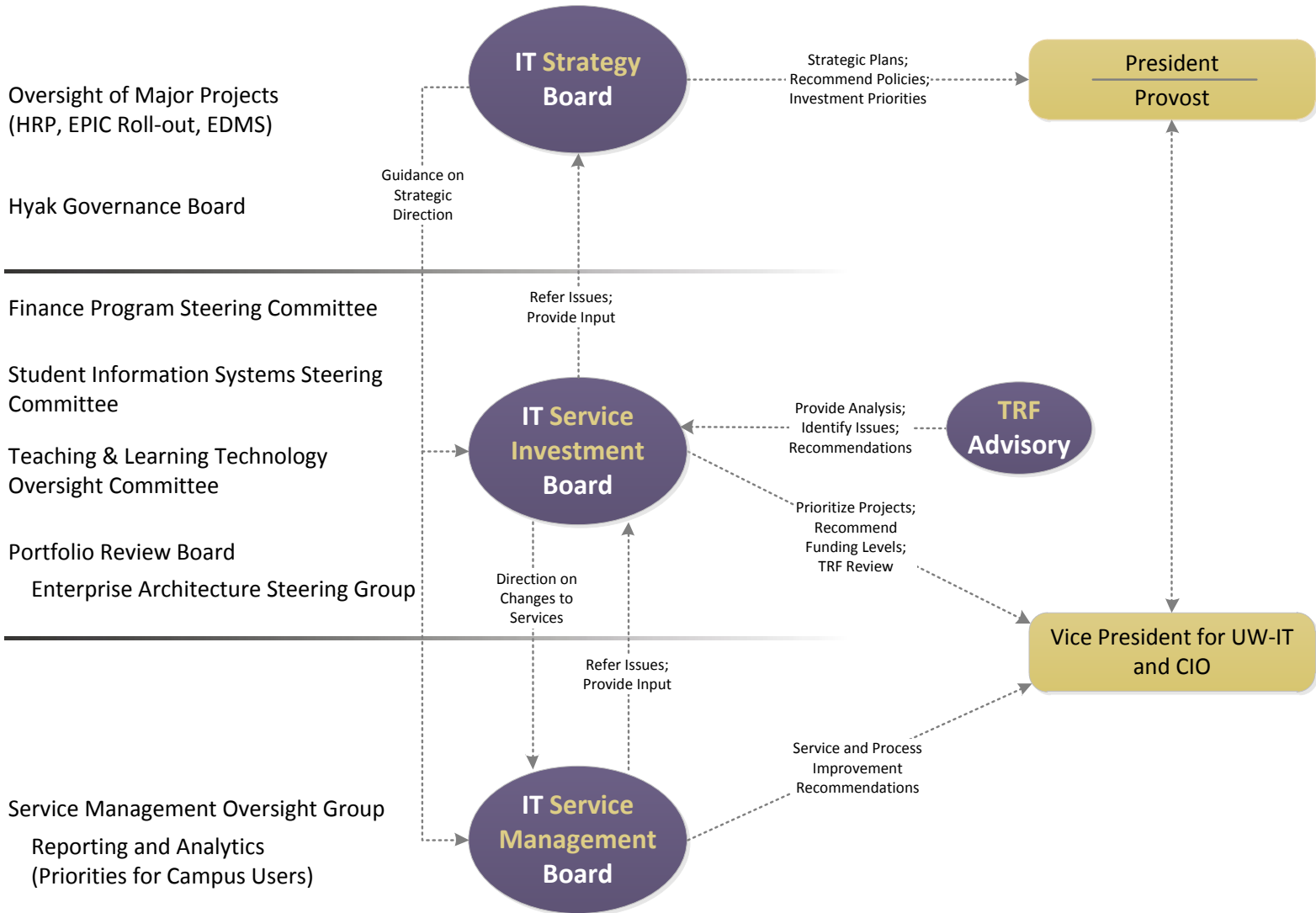
February 4, 2013

# Agenda

- Welcome and introductions
- IT Strategy Board charge and scope
  - Oversight and compliance responsibilities
  - Interview findings
  - IT Strategy Board priorities
  - Meeting plan and timeline
- Quali Student review
- IT investments and priorities
- IT Service Investment Board update
  - TRF recommendation

# IT Strategy Board Charge and Scope

# Information Technology (IT) Governance



### IT Strategy Board

<b>Kelli Trosvig</b> UW Information Technology Chair
Thomas Daniel Biology
Thomas Baillie School of Pharmacy
Gerald Baldasty Academic and Student Affairs
Paul Jenny Office of Planning & Budgeting
James Fine UW Medicine
Edward Lazowska Computer Science & Engineering
Mary Lidstrom Office of Research
John Slattery School of Medicine
Kellye Testy School of Law
V'Ella Warren Finance & Facilities

### IT Service Investment Board

<b>Kellye Testy</b> School of Law Chair
David Anderson Health Sciences Administration
Susan Astley Epidemiology & Pediatrics
Susan Camber Financial Management
Walt Dryfoos University Advancement
Vikram Jandhyala College of Engineering
Mary Fran Joseph UW School of Medicine
Stephen Majeski College of Arts & Sciences
Harlan Patterson UW Tacoma
Liz Shirley UW Medicine
Gary Quarfoth Office of Planning & Budgeting
Kelli Trosvig UW Information Technology
Bill Ferris, Ex-officio UW Information Technology
Tom Sparks, Ex-officio College of Engineering

### TRF Advisory Committee

<b>Bill Ferris</b> UW Information Technology Co-Chair
<b>Tom Sparks</b> College of Engineering Co-Chair
Cristi Chapman Management Accounting & Analysis
David Green School of Medicine
Amy Floit Office of Planning & Budgeting
Jonathan Franklin School of Law
Paul Ishizuka UW Medicine
Linda Rose Nelson College of Arts & Sciences

### IT Service Management Board

<b>Scott Barker</b> Information School Chair
Mark Baratta College of Built Environments
Kate Bouchard Foster School of Business
John Drew The Graduate School
Jean Garber School of Dentistry
Brad Greer UW Information Technology
Erik Lundberg UW Information Technology
Cynthia Caci College of Arts & Sciences
Gary Pedersen Chemistry
Barb Prentiss School of Medicine
Roland Rivera UW Information Technology
Bill Shirey UW Information Technology
Tom Sparks College of Engineering
Karalee Woody UW Information Technology
Betsy Tippens UW Bothell
Mary Mulvihill, Ex-officio UW Information Technology

# IT Governance Membership

# IT Strategy Board Charge

- **Review key IT developments** for impacts to UW and possible adoption of new technologies
- **Recommend critical IT opportunities/actions** to advance UW's core missions
- **Recommend investments** in new IT capabilities
- **Recommend IT strategic plans, policies and funding priorities** to President/Provost
- **Consider recommendations** by IT Service Investment Board and IT Service Management Board

# IT Strategy Board Scope

- **All UW-IT activities**
  - Includes major projects, service improvements, and infrastructure investments
- **University-wide IT activities**
  - Includes IT strategies, investments, projects and initiatives

# Proposed 2013 Timeline

Month	IT Strategy Board Topic
February 4	<ul style="list-style-type: none"><li>▪ Priorities and work plan</li><li>▪ Oversight responsibilities</li><li>▪ Quali Student review plan</li><li>▪ IT projects and priorities</li></ul>
May 13	<ul style="list-style-type: none"><li>▪ Quali review recommendations and action</li><li>▪ Recommendations from the IT Service Investment Board and IT Service Management Board</li><li>▪ Support for research computing</li></ul>
October/November	<ul style="list-style-type: none"><li>▪ Beyond MOOCS, what is next? Other disruptive learning technologies</li><li>▪ Consumerization and personalization for students</li><li>▪ Review of 2013 IT Strategy Board</li><li>▪ Strategic IT priorities for 2014</li></ul>

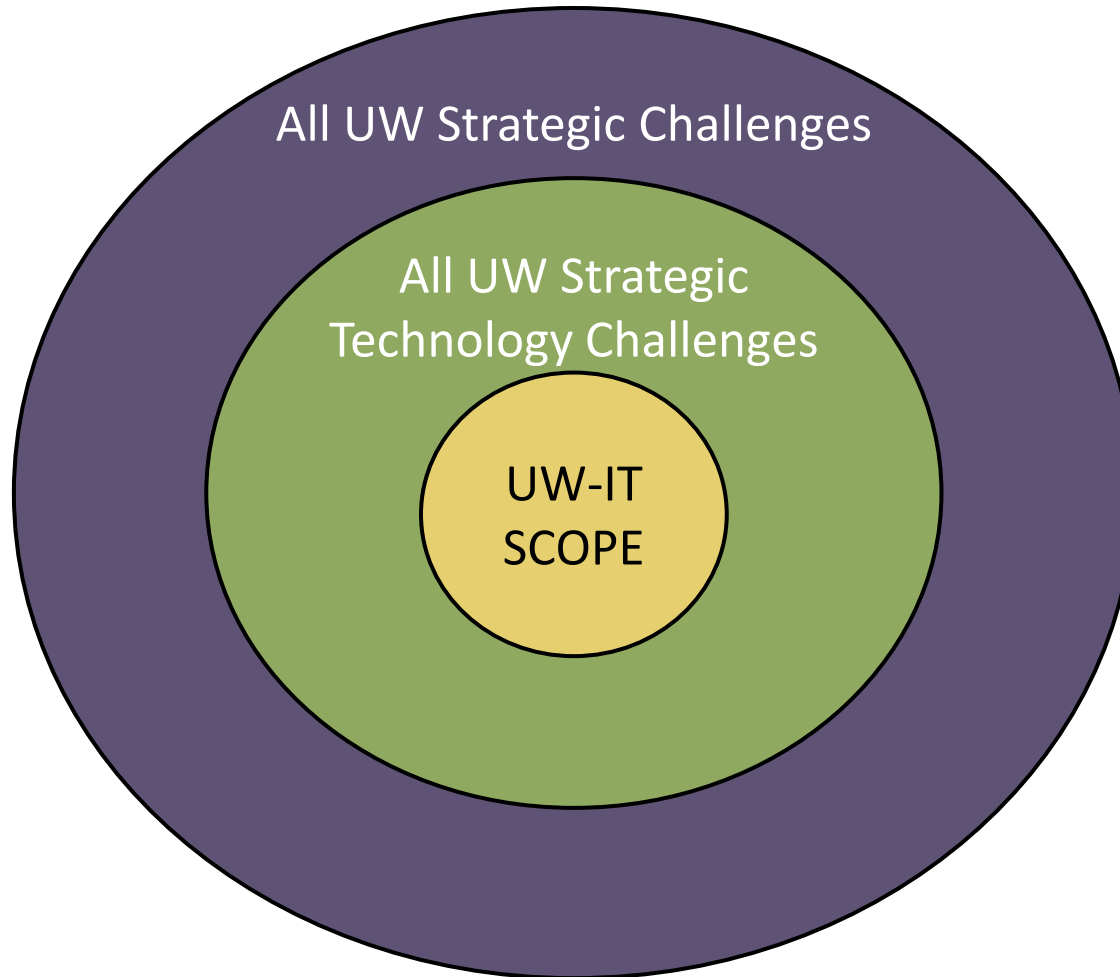


# Key Goals for 2013

- Quali review and recommendation
- Plan for research computing support and committee's recommendations on funding mechanism
- Priority and plan for student personalization initiatives 2014

# IT Strategy Board Interview Findings

# Context



# Key Technology Issues for UW

## ■ Teaching & Learning

- Support for new methodologies (e.g., teams, flipping, MOOCs)
- Ensuring students are facile with new technology

## ■ Research

- Facilitating data-driven discovery (including Big Data)
- Cost-effective research computing (e.g., avoid local clusters)

## ■ Administrative Systems

- Improving decision quality (accurate and consistent data)
- Reducing UW costs (more automation; fewer shadow systems)

*Underlying Theme: **Competitiveness** (effectiveness + efficiency)*

*Unresolved: How much better do our administrative systems need to be?*

*Claim: Biggest internal UW challenges are **policy + process**, not technology*

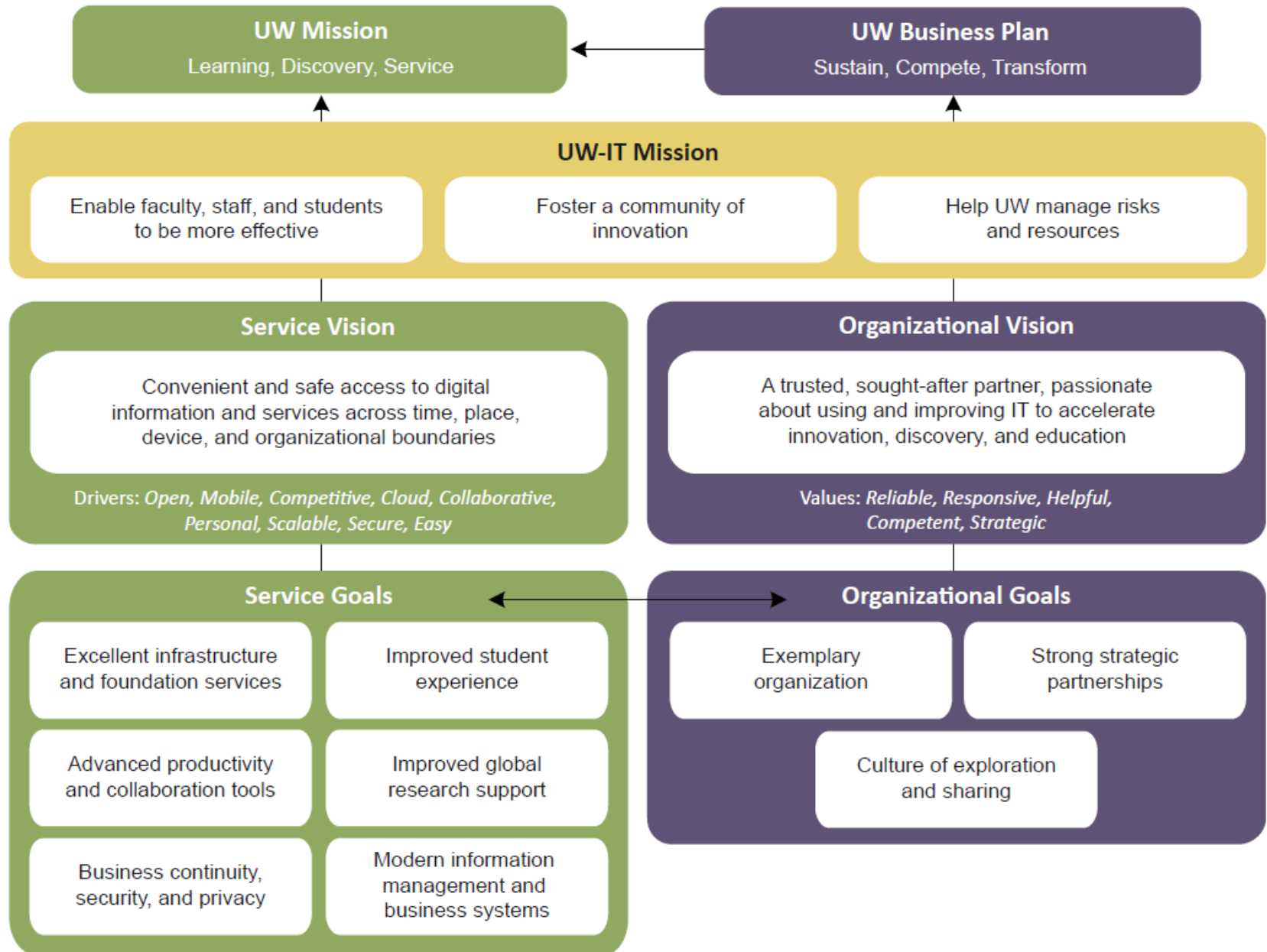
# Improving Academic Support

- **Teaching & Learning** (including course administration and student experience)
  - Technology for flipping, interactive, collaborative teaching
  - Better student systems (e.g., class planning, single bill)
  - Better faculty/administrative tools (e.g., ABB and student hours reports)
- **Research**
  - Excellent infrastructure (good network; alternatives to local clusters)
  - Easier access to cloud services (e.g., simplify billing)
- **Both**
  - Easier access to specialist talent
  - Reduce barriers to collaboration (tools, physical spaces)
  - UW-IT approach: listen, anticipate, be easy to contact

# Key Drivers

- Mobile, Cloud, safe, simple, consumer/BYOD
- Agile, flexible, collaborative, social, easy
- High-scale (especially Big Data)
- Need reliable, responsive, cost-effective services
- Infinite demand for more services
- Competition (pushing cost, quality, and speed)

# UW-IT Strategy Map 2013 - Revised



# Biggest Threats/Opportunities

- **New teaching paradigms (e.g., MOOCs)**
- **Funding (with all three UW revenue sources at risk)**
- **Research administrative burden (competitive issue)**
- **Increasing regulatory burden**
- **Wrong investment priorities (especially missed opportunities)**
- **Workload versus resources**
- **UW's resistance to change**
- **Faculty trust; curriculum control; administrative policies**
- **Technology trends: BYOD/Consumerization and Cloud Computing**
- **Process improvement; understanding UW**



# Advice for Kelli for IT Strategy Board

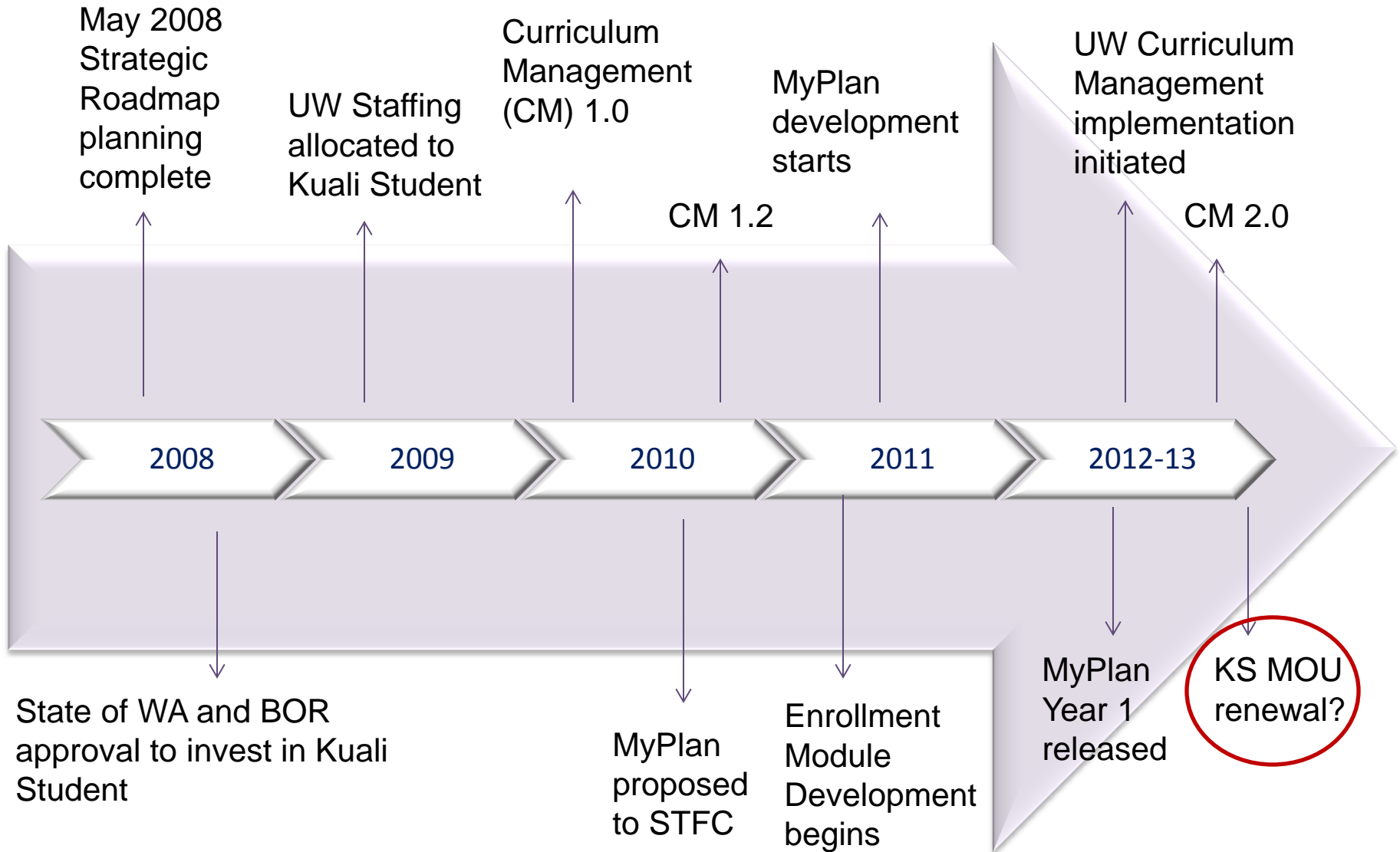
- Identify key UW strengths; develop plan to aid
- Identify barriers to UW achievement and remove
- Have clear goals, milestones, roles
- IT Strategy Board needs authority and backing of President Young
- Clarify role versus IT Service Investment Board; no rubberstamping
- Pick 1-2 issues per year; drive to resolution

# Educause “Top-Ten Issues, 2012”

1. Updating IT professionals' skills and roles; changing IT management and service delivery models
2. Supporting IT consumerization and BYOD trends
3. Developing an institution-wide cloud strategy
4. Improving the institution's operational efficiency
5. Integrating IT into institutional decision-making
6. Using analytics for critical institutional outcomes
7. Funding IT strategically
8. Transforming the institution's business with IT
9. Supporting the research mission via HPC, large data, analytics
10. Implementing IT governance throughout the institution

# Proposed Kualii Student MOU Renewal Process

# Kuali Student Investment History



# Proposed MOU Renewal Process

- Charter committee to assess the UW's continued investment in Quali Student as our preferred student system replacement path
- Refine process used for annual assessments, modifying both criteria and process as appropriate
- Deliver recommendation to IT Strategy Board:  
May 13, 2013

# Proposed Committee

**Sponsors:** Jerry Baldasty, Kelli Trosvig

**Chair:** Gary Quarfoth, Associate Vice Provost, Office of Planning and Budgeting, Kuali Student Board

**Ex Officio/Support:** Darcy Van Patten, Director of Student Program, UW-IT

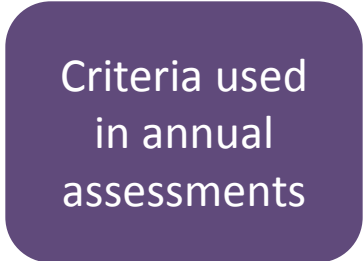
## **Proposed Membership:**

- Phil Reid, Associate Vice Provost, UW-IT Academic Services, Professor of Chemistry
- Sara Gomez, Associate Vice President for Information Management, Kuali Student Board
- Virjean Edwards, UW Registrar
- Kay Lewis, Assistant Vice President for Student Life, Director of Financial Aid and Scholarships
- Julia Carlson, Director Graduate Enrollment Management Services
- Kevin Mihata, Associate Dean for Educational Programs, College of Arts & Sciences
- Greg Miller, Chair of Civil and Environmental Engineering
- Michaelann Jundt , Assistant Dean, Undergraduate Academic Affairs

# Process:

## Build from Annual Assessments

- Strategic drivers and functional goals
- Strategic framework for replacement
- Architecture and integration
- Costs
- Peer benchmarking
- Trends in the vendor marketplace
- Outcomes to date
- Current risk profile



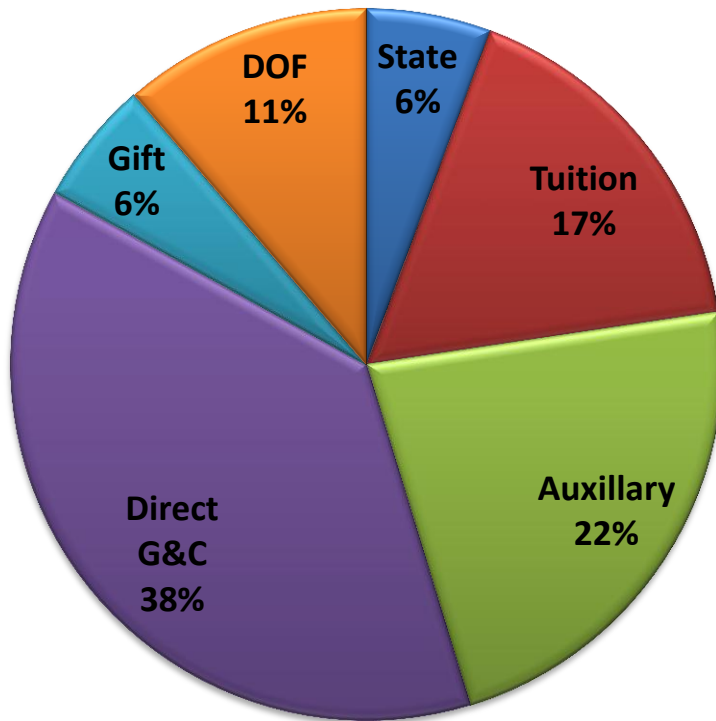
Criteria used  
in annual  
assessments

# IT Investments and Priorities



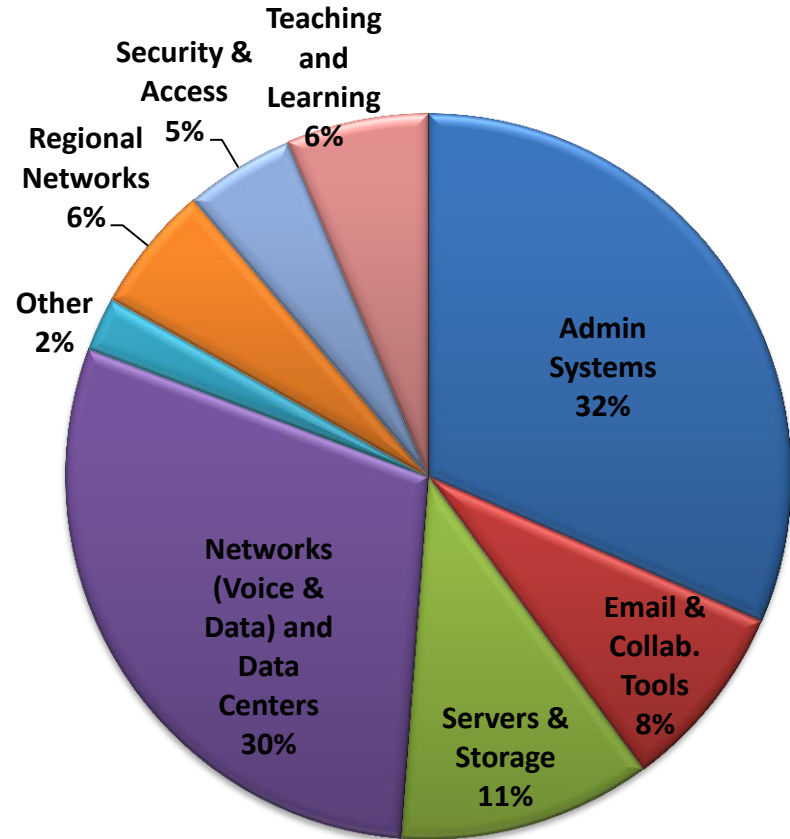
# UW Budget (\$3.1B)

Revenue Sources  
(Excludes UW Medicine Health System)

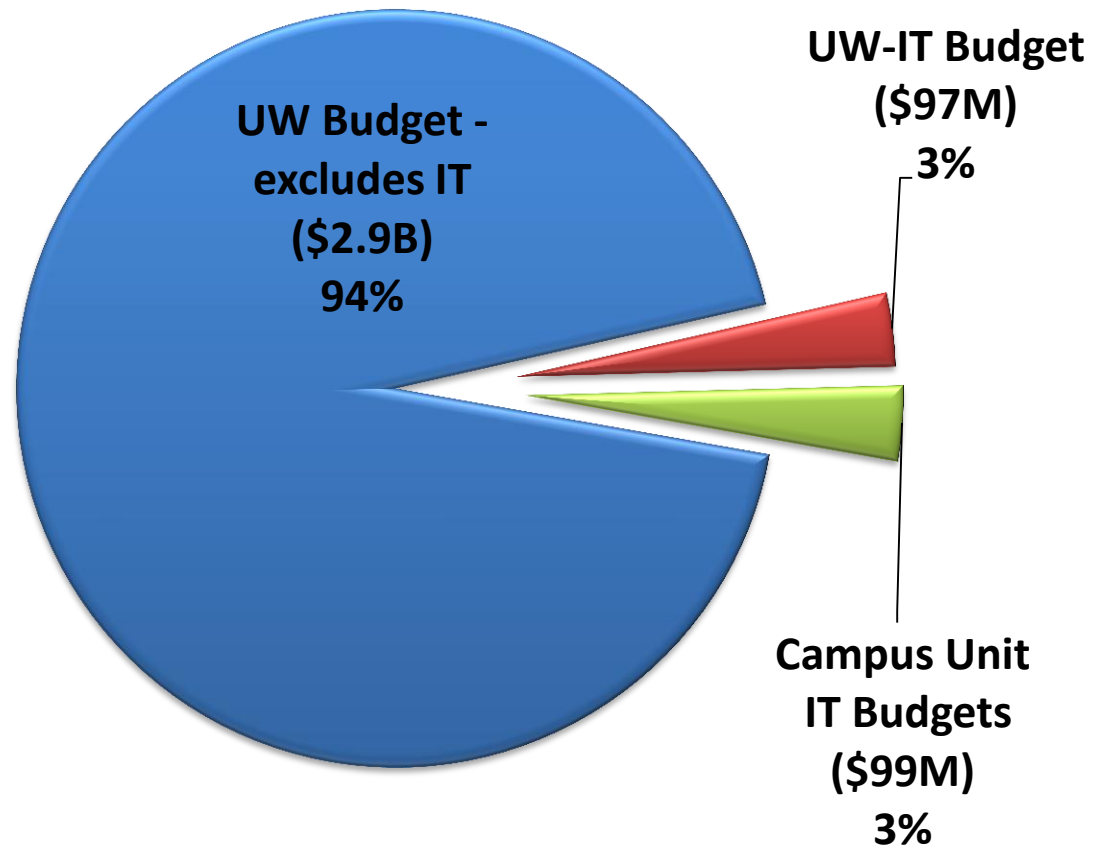


# UW-IT Budget (\$97M)

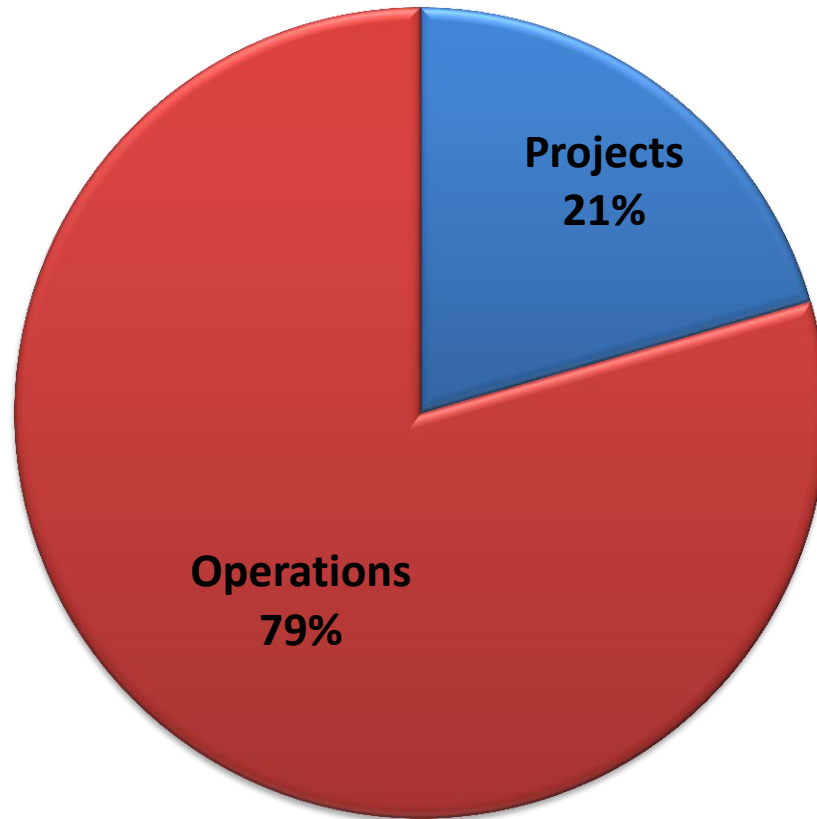
Expenditures



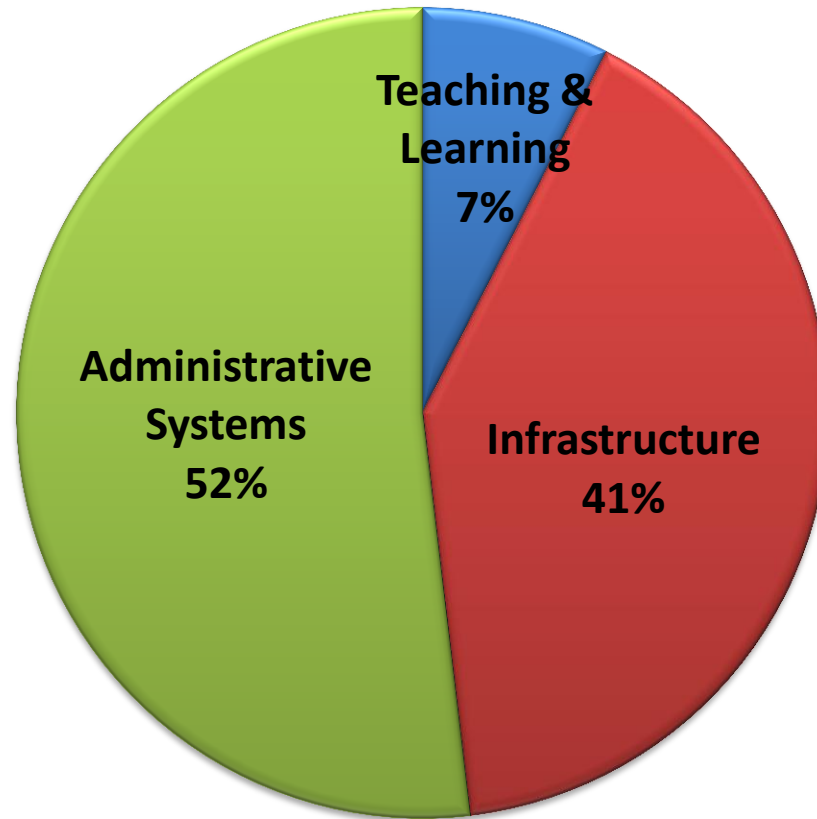
# UW Total Operating Budget FY2013 (\$3.1B) Excludes UW Medicine Health System



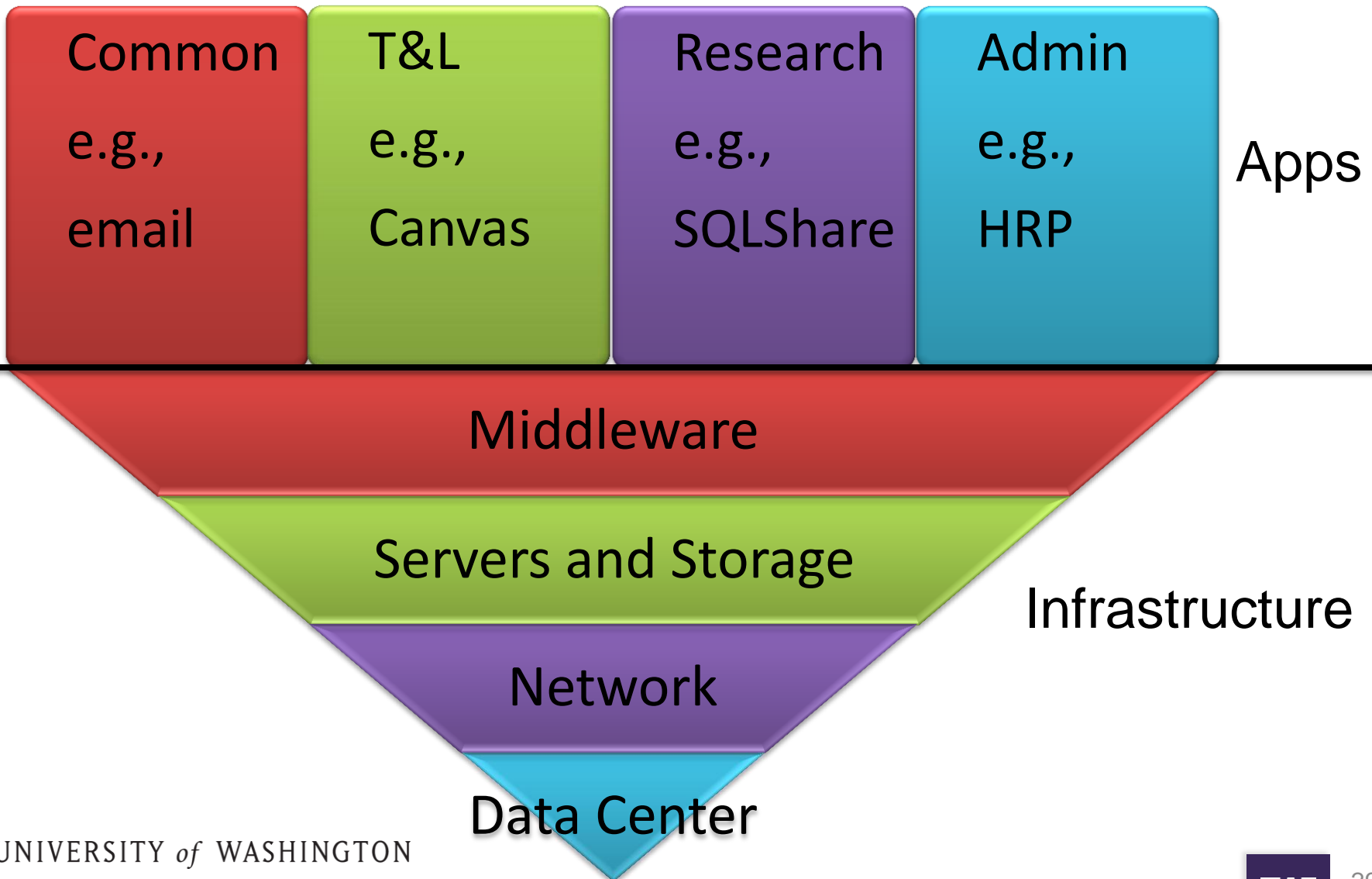
## UW-IT FY13 Operating Budget (\$97M)



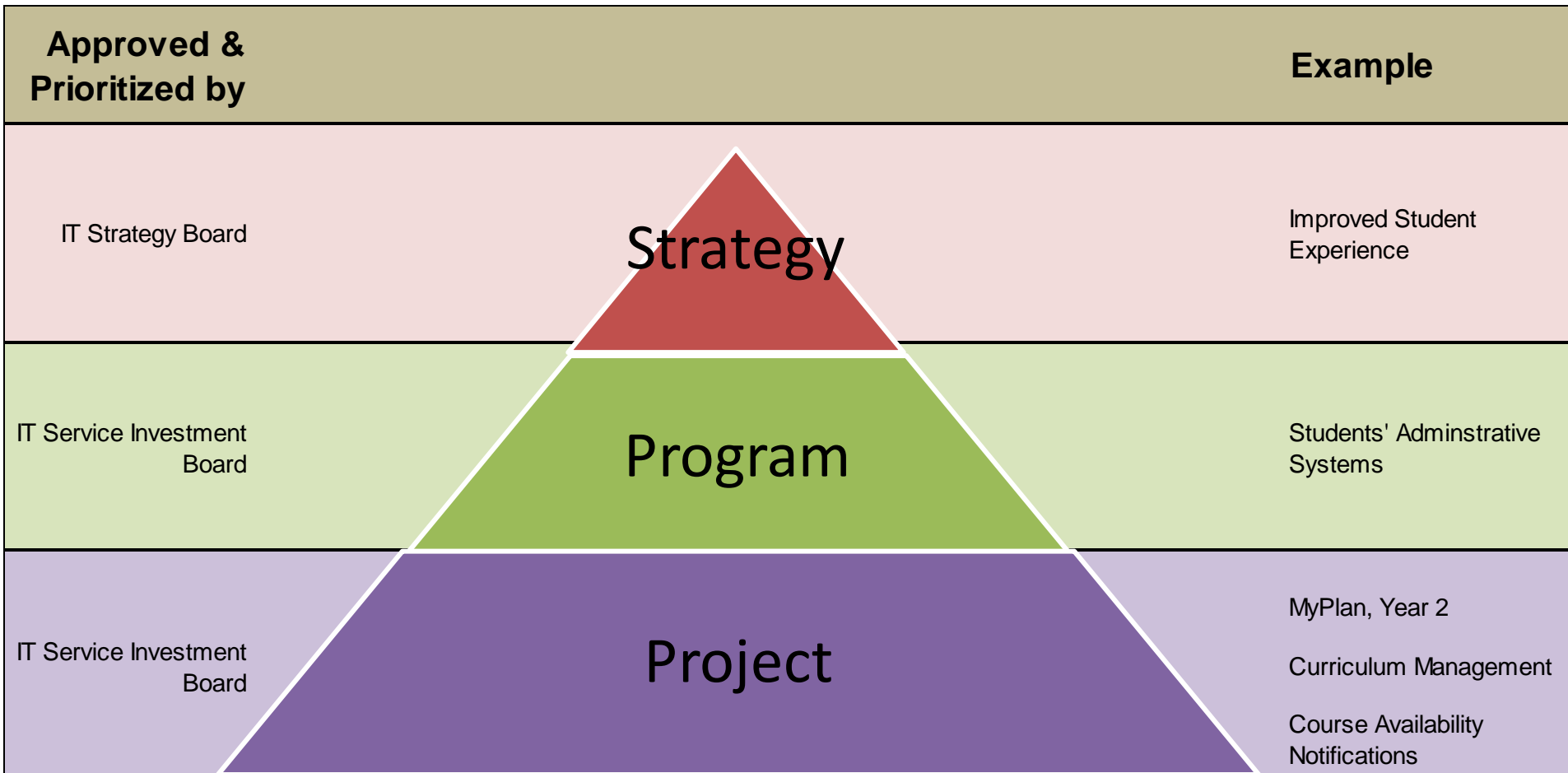
## UW-IT FY13 Project Budget (\$18.7M)



# Service Taxonomy



# IT Investment Review



# UW-IT Project by Strategic Goal

Service Goals					
Excellent infrastructure and foundation services					
Programs	Project 1	Project 2	Project 3	Project 4	Project 5
Telephony Network	Telecom Core Refresh UW Medicine Switch Tech Refresh HMC	UW Medicine Switch Tech Refresh UWMC	K-20 Operations Expansion	Wi-Fi Technology Refresh FY2013	Centralized Address Translation and Firewall Services
Storage	Upgrade Enterprise SAN Storage (EMC refresh)				
Advanced productivity and collaboration tools					
Personal Productivity	Office 365	UW Event Calendar Replacement	IT Connect Redesign		
Improved global research support					
Improved student experience					
Teaching & Learning	Canvas	Tegrity	eTexts		
Student Admin Systems	Course Availability Notifications	Curriculum Management Implementation	MyPlan, Year 2	MyPlan, Year 1	
Modern information management and business systems					
Enterprise Data Warehouse	Student Course Enrollment	Tableau Business Intelligence Tools Enterprise Pilot	EDW Infrastructure Renewal	Migration & Academic Release	
HR/Payroll	HRP Replacement System Procurement & Contract Negotiations	Feasibility Assessment			
Finance	UW-IT Financial Management System Implementation	My Financial Desktop	JDE Upgrade 2012		
Recruitment Kuali	Recruiter 2.0 Deployment Kuali Student	MS Dynamics CRM Proof of Concept Kuali Rice			
Business continuity, security, and privacy					
Business Continuity Security and Privacy	FY13 Geographic Redundancy UW NetID Password Policy Foundations Project				
Organizational Goals					
Exemplary organization					
IT Service Management	ITSM Toolset Selection	ITSM Toolset Deployment	Request Fulfillment	Incident Management	
Strong strategic partnerships					
Gigapop	PNWGP WA 40G Network				
Culture of exploration and sharing					

# IT Governance Update: IT Service Investment Board TRF Recommendation



# TRF Recommendation

- **Maintain current TRF methodology** for FY 2014 and FY 2015 with the following **adjustments:**
  - Include University support services (CISO, data centers, and student learning centers)
  - Exempt UW Medicine from Student Database System (SDB) costs
- **Review TRF rates** next year to accommodate changes in total costs or service levels

# Proposed FY 2014 TRF Rates

- With adjustments, FY 2014 rates will be:
  - **\$54.50 per month per capita for all academic and administrative units**
    - Represents a 3.5 percent *increase* over current rate of \$52.68
  - **\$50.00 per month per capita for UW Medical Centers**
    - Represents a 7.1 percent *decrease* over current rate of \$53.43

# Basic Bundle of Services

- Accessible Technologies
- Accounts and Passwords
- Administrative Systems Infrastructure
- Basic Backup and Storage
- Basic Data Networks
- Campus Software Licensing
- Email, Calendaring and Collaboration Tools
- Teaching & Learning Tools
- Technology Emergency Preparedness
- Telecom Infrastructure
- UW Enterprise Portal
- Web Publishing

# Questions & Discussion