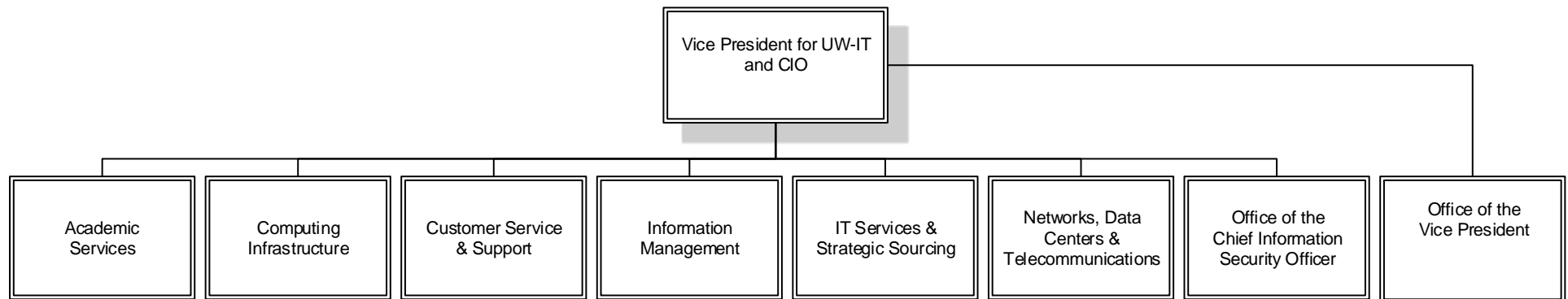


**Administrative Unit Name:** ***UW Information Technology***

1. One goal of the budget development process for administrative units this year is to provide greater understanding of the connection between resource use and the primary, or core function by each part of the administrative structure. To begin, please paste a copy of your organization chart here. Please provide a chart that reflects the diversity of the organization and will serve as a sensible platform to complete the next question.

Because administrative units have a month and a half to complete this work, unit leadership should use their discretion in providing a level of detail that prompts a rich conversation, but is not overly burdensome.



2. In order to provide a snapshot of current activities, the distribution of resources across various functions and how much these activities contribute to the University's mission, please provide information about the functional areas, or departments, of your organization.

At a level of granularity that reflects your organization's chart or if no chart exists, the functional areas of your organization, **please provide the following information for each functional area via the "FY15 Expenditures Worksheet" tab of the "Worksheets and Reference Materials – Administrative" Excel workbook**, available here: [https://opb.washington.edu/sites/default/files/opb/Budget/Worksheets and Reference Materials Administrative.xlsx](https://opb.washington.edu/sites/default/files/opb/Budget/Worksheets_and_Reference_Materials_Administrative.xlsx).

- a) A description *not to exceed 200 words* of how each functional area contributes to the University's research, service and teaching missions and what risks the University would face if this work were no longer funded<sup>1</sup>; and,
  - b) Planned expenditures, by functional area, showing how your unit intends to spend *permanent ABB funds*, as well as (if applicable to your unit) funds derived from self-sustaining efforts, grants and contracts, and philanthropy, and other funds during FY15.
- 

**See Excel Spreadsheet**

*Please describe any assumptions you are making in your response, such as those related to the availability of state or federal funding or projections based on the first complete month of expenditures in FY15, etc.*

*Please see the example "Admin Template - Planning & Budgeting Draft" posted at the FY16 Budget Development web page: <http://opb.washington.edu/content/fy16-budget-development>.*

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<sup>1</sup> Please refer to the FY16 Budget Development web page at <http://opb.washington.edu/content/fy16-budget-development> for more information about the University's Sustainable Academic Business Plan goals and top institutional risks.

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3. In less than 200 words, please describe how you envision adapting your unit and its organization to meet changing institutional needs in the coming fiscal year. Please integrate self-sustaining, grant & contract, and philanthropic sources of funding (if applicable to your unit) and describe how these sources are marshalled to subsidize your activities.
- 

UW-IT will continue to provide an innovative, technology environment that enables the UW's world-class teaching, research, and clinical care. Through state-of-the-art solutions in classrooms, networks, and collaboration platforms, the UW's students, faculty and staff will have access to technologies both on campus and beyond to support their work enhancing health, leading scientific discovery and improving the world around us. UW-IT will deliver these technologies in ways that best meet campus needs, exploring new capabilities with pilots and new partnerships with industry while emphasizing mobility, better access to information and excellent customer service.

Invest in better tools for teaching, learning, research, and data management and analysis

- Upgrade/create new learning tools
- Adapt infrastructure to changing student demographics
- Create supportive environments for teaching, learning, and research through customer-oriented services
- Improve quality, flexibility, and use of classroom space, scheduling and technology to support active learning

Support of UW's extensive world-class research programs

- Enhance a shared research network facility that is simultaneously scalable, supportable, flexible, and robust
- Support Big Data research by combining a high-capacity physical network infrastructure with virtual configuration overlays that integrate intra-campus and inter-campus facilities
- Upgrade the campus backbone network from 10Gigabits per second (Gbps) to 40Gbps and campus interconnects to external research network facilities (e.g., Internet2) from 10Gbps to 100Gbps
- Provide customized IT solutions for research storage, compute and cloud services

Replace legacy IT infrastructure, enhance and renew existing IT infrastructure to support teaching, learning and research in the digital age and provide IT tools to enable informed decision-making

- Mainframe platform technology refresh evaluation
- Telecommunications upgrade
- Wi-Fi technology refresh
- Enhancements to support UW environmental sustainability goals

Modernize Administrative Business Systems

- Support the HR/Payroll Modernization project by building key intersections between the new system, access to legacy HR data, and a seamless connection to dependent applications
- Conduct a Financial Systems readiness assessment to evaluate feasibility and next steps in replacing the UW's Financial systems
- Support the Procure to Pay Initiative

Manage enterprise risk

- Enhance information security through business intelligence and information security and privacy risk awareness
- Install Scalable Network Intrusion Prevention System to protect UW's network traffic against malicious attacks, exploits, or other network based threats
- Enhance business continuity through Geographic Redundancy program

4. In one paragraph or less, please assess the functional and financial health of your unit since FY09 (e.g. deficits, workforce capacity, declining grants or gifts).
- 

UW Information Technology is a good steward of our resources and actively manages all funds and assets. We maintain both a positive cash-flow and reserves to address unexpected expenditures and to support future initiatives. Each year we undergo a review by a Financial Oversight Group, comprised of leaders from Office of Planning & Budgeting, Financial Management, and Management Accounting & Analysis.

With the guidance of three IT governance boards, we ensure that our initiatives and projects are in line with University priorities.

<https://www.washington.edu/uwit/governance/>

Although UW-IT is on a solid financial foundation, we face significant challenges as the resulting of escalating costs and growing demand for enhanced services.

Examples of escalating costs and unexpected expenditures:

Central Funding for merit increase does not cover salaries funded by the TRF	\$800K
Escalating costs of Microsoft Campus License Agreement	\$1.3M Yr
Network Security – Intrusion Protection System	\$1M
Facilities Upgrades (UPS & Electrical Updates)	\$2.6M
Geographic Redundancy for Business Continuity	\$600K Yr

Looking forward, our biggest funding challenges include: Supporting implementation of HR/P Modernization and Financial Systems Modernization, updating an aging IT infrastructure, retention of critical IT staff in an increasingly competitive market, and escalating cost of software licenses.

5. In the event that neither state funds nor additional Provost Reinvestment is available for compensation increases, how might your unit cover salary increases for positions budgeted in GOF and DOF budgets? Please refer to the FY16 Budget Development web page at <http://opb.washington.edu/content/fy16-budget-development>.

UW Information Technology welcomes the opportunity for merit increases for staff. UW-IT is facing a very competitive market for IT professionals, and our ability to retain and recruit quality staff remains a constant challenge. Merit increases are an important component of our strategy to maintain a stable workforce.

In addition to merit increases traditionally funded by GOF/DOF, UW-IT is responsible for the portion of salaries funded by the Technology Recharge Fee. These employees who support self-sustaining services have their portion of merit increases funded by rate adjustments.

Estimated Costs of a FY 2016 Merit Adjustment:

	<u>2% Avg</u>	<u>4% Avg</u>
GOF/DOF Positons	\$ 747,310	\$1,401,888
TRF Based Positions	<u>\$ 283,978</u>	<u>\$ 532,717</u>
	\$1,031,288	\$1,934,605

UW Information Technology is **not** in a position to self-fund merit increases for the GOF/DOF positions in FY 2016. This would serve as a budget reduction at a time when all flexibility in resources and reserves is allocated to support the HR/P Modernization effort and other critical initiatives. If we are required to fund these positions, there would be impacts to services critical to supporting teaching and research and it would put at risk our ability to successfully support the necessary changes to our administrative systems.

6. This summer, the UW has been the sole subject of a state-required audit of net operating fee (tuition) and local fund accounts. This audit has revealed the importance of monitoring expenditures against budgets on a biennial basis, ensuring that colleges, schools and administrative units have plans to spend fund balance in a reasonable and mission-driven manner and that these plans are acted upon. As such, we are piloting a new administrative carryover policy for the FY16 budget process, though we will employ draft carryover data in executing this pilot.

In completing this work, please do the following, using the **“Carryover Worksheet – Detail”** tab of the **“Worksheets and Reference Materials – Administrative” Excel workbook**, which is provided at the following web page:

[https://opb.washington.edu/sites/default/files/opb/Budget/Worksheets\\_and\\_Reference\\_Materials\\_Administrative.xlsx](https://opb.washington.edu/sites/default/files/opb/Budget/Worksheets_and_Reference_Materials_Administrative.xlsx).

1. **Units may reserve up to 10 percent of their permanent ABB base (GOF and DOF ONLY).** Units may hold up to 10 percent of their permanent base as an emergency reserve. This reserve will be calculated annually and derived from the previous June/July’s ABB base budget information to units. These figures are provided on the last two tabs of the **“Worksheets and Reference Materials – Administrative” Excel workbook**.
  2. **Set-aside “central” commitments from the reserve.** For this purpose, central commitments are defined as those allocated or approved by President, Provost, and/or OPB on behalf of the Provost which have not been fully expended. A list of these commitments is available from OPB in the event your unit should need assistance. The list would come from OPB’s commitments database. If additional commitments are not reflected in OPB’s database please send the information to Amy Floit in OPB.
  3. **Explain any remaining temporary carryover balance by providing a list of intended use(s)/purpose(s) (i.e. a spending plan).** These would be differentiated according to intended use along the following lines:
    - a. Permanent expenditures funded with temporary funds;
    - b. Possible multi-year commitments; and,
    - c. Immediate, current year use.
-

7. Though we believe that few, if any, state funds will be available and that any new Provost Funds may be dispatched for mitigating cuts or providing salary increases, please indicate what **Provost Reinvestment Funds are being requested**. Requests for funds should be identified by a unique title, accompanied by the amount requested, the year funding is requested, whether the request is for permanent or temporary funds, the number of years funding is needed in the case of a temporary request and a brief description, not to exceed 500 words. **Successful requests will make meaningful contributions to institutional strategic plans, drive student support and student service missions, and correlate directly to the long-term financial health of the University or its efforts to mitigate institutional risk.**<sup>2</sup>

**Importantly, requests for new funding will be considered alongside carryover spending plans.** Administrative units with growing temporary fund balances will be asked to explain why new funding is needed to support mission-critical program enhancements.

1. Title	Funding	FY	P/T	Years Needed (If Temp)	DOF Requested (Y/N)
My Husky Experience	\$405,000	FY16	T	2	N
	\$270,000	FY 16	P		N

The My Husky Experience project will provide data management and information delivery systems to promote student engagement in co-curricular learning experiences across UW campuses and in the community. The idea for this project originates with President Young’s experience at the University of Utah where the MUSE website connects students with information about co-curricular learning experiences. To address President Young’s vision for a similar service at the UW, Senior Vice Provost Jerry Baldasty and other senior leaders created the My Husky Experience (MHE) taskforce in 2013. The taskforce identified a clear need for online tools to make it easier for students to discover and engage in co-curricular activities. Further research conducted by UW-IT indicates that students would like to participate in co-curricular activities such as student leadership programs and internships, but discovering these opportunities requires that students have access to relevant information personalized for them and offered through tools, such as MyPlan and MyUW), that they are already using .

In collaboration with the MHE task force, UW-IT has initiated a project to develop a holistic view of the student lifecycle and the role of co-curricular activities, the data needed to identify and promote these opportunities, and the technology best suited to informing students. In the next phase, UW-IT will work with four or five units engaged in co-curricular experiences (examples include the Undergraduate Research Program and Career Center) to define data needs to support co-curricular engagement and work with campus partners to integrate the systems and data accordingly. Once finished, co-curricular data collection, curation, and distribution systems will be defined and developed for deployment.

UW-IT is requesting funds for 5 FTEs: \$405,000 in temporary funds for each of two years for 3 FTE for development, and \$270,000 in permanent funds for 2 FTE to fund the remainder of the development team that will transition into ongoing support.

<sup>2</sup> Please refer to the FY16 Budget Development web page at <http://opb.washington.edu/content/fy16-budget-development> for more information about the University’s Sustainable Academic Business Plan goals and top institutional risks.

2. Title	Funding	FY	P/T	Years Needed (If Temp)	DOF Requested (Y/N)
Optical Network Refresh	\$650,000	FY16	T	1	N
	\$ 60,000	FY 16	P		N

The Optical Network Refresh project will upgrade the aging Cisco Optical System that delivers UW network services throughout the Puget Sound region with a next-generation optical networking platform. The existing network has limited capacity, issues with manageability and functionality, and is proving costly to operate. This system supports the regional backbone of the UW Seattle, UW-Tacoma, UW Medicine, and K-20 networks.

This project will replace all of the existing UW owned Cisco 15454 equipment with a next-generation optical network system. This includes existing nodes at UW Seattle, Westin, Harborview Medical Center, Melbourne Tower (CTS node downtown Seattle), UW Tacoma and Olympia. The new system will have higher capacity and be more manageable and cost effective. It will also support the need for higher bandwidths such as 40 and 100 Gigabit Ethernet, which are becoming necessary for the network backbones.

The new network will increase flexibility for delivering service at a reduced incremental cost as new services are added. It will replace the aging optical network that is a challenge to manage and is increasingly expensive to run. It will also enable future service demands such as 40GigE and 100GigE.

Key benefits:

- Improve the University’s academic and research excellence by enabling the delivery of future 40Gigabit and 100Gigabit services to support the regional backbone of the UW and Medicine networks
- Improve UW’s competitiveness by helping to attract student, faculty, and researchers by enabling support for future services and increasing demand for bandwidth, including support for emerging 40GigE and 100GigE national backbones
- Enhance interdisciplinary collaboration in research and instruction by enabling the UW-IT supported networks including the 40GigE backbone of the statewide K-20 network.

UW-IT is requesting temporary funds of \$650,000 in FY 2016 and permanent funds of \$60,000 to cover ongoing maintenance and depreciation costs.



## FY15 Administrative Expenditures by Functional Area

At a level of granularity that reflects your organization’s chart or, if no chart exists, the functional areas of your organization, please provide the following information for each functional area using the template(s) below:

- a) A description not to exceed 200 words of how each functional area contributes to the University’s research, service and teaching missions and what risks the University would face if this work were no longer funded[1].
- b) Planned expenditures, by functional area, of how your unit intends to spend permanent ABB funds, as well as (if applicable to your unit) funds derived from self-sustaining efforts, grants and contracts, and philanthropy, and other funds during FY15.

Please describe any assumptions you are making in your response, such as those related to the availability of state or federal funding or projections based on the first complete month of expenditures in FY15, etc. Please see the example “Admin Template - Planning & Budgeting Draft,” which is provided at:

<http://opb.washington.edu/content/fy16-budget-development>

[1] Please refer to the webpage above for more information about the Sustainable Academic Business Plan goals and top institutional risks

<b>Name of area: UW Information Technology</b>			
<i>UW Information Technology (UW-IT) is the central information technology organization for the University of Washington, responsible for strategic planning, oversight, and direction of the UW’s IT infrastructure, resources, and services. UW-IT provides critical technology support to all three campuses, UW medical centers, and research operations around the world. UW-IT partners with the UW community to enable innovation, learning, discovery, and service. UW-IT manages UW central IT infrastructure and services, including administrative systems and information management, networking, telecommunications, data centers, information security and privacy, academic and collaborative applications, computing infrastructure, IT services and strategic sourcing, accessible technology, customer service, and technology business continuity. UW-IT works with the President, Provost, and appropriate governance committees to determine IT strategies, policies, priorities, and resource allocations throughout the institution.</i>			
Fund Source - Operating Budget		FY15 Planned Annual Expenditures (in \$)	
		Total by Source	
ABB Funds (GOF, DOF-ICR, DOF-LFA)		\$	51,618,232
Self-Sustaining Funds (BT 10, 11)		\$	22,393,947
Technology Recharge Fee		\$	19,187,988
Use of Fund Balance & Temporary GOF/DOF Alloc.		\$	13,153,662
Student Technology Fee		\$	1,094,061
<b>Total</b>		<b>\$</b>	<b>107,447,890</b>

## UW-IT By Service

UW-IT manages the UW central IT infrastructure and services, including administrative systems and information management, networking, telecommunications, data centers, information security and privacy, academic and collaborative applications, computing infrastructure, IT services and strategic sourcing, accessible technology, customer service, and technology business continuity . UW-IT merges it's funding sources in to one pool that is then allocated into each discrete functional area based on services. UW-IT employs full cost accounting and distributes it's cost to Service Areas.

FY 2015 Budget by Service Area	FY15 Planned Annual Expenditures (in \$)	
		Total
Administrative Systems		\$ 29,592,729
Data Networks		\$ 20,494,478
Telecommunication Services		\$ 8,495,605
Managed Servers and Workstations		\$ 7,489,534
Classroom Technology & Events		\$ 5,109,873
Email, Calendaring, and Collaboration Tools		\$ 4,487,163
Information Security & Privacy		\$ 4,393,112
Teaching and Learning Tools		\$ 4,249,081
Regional Networks		\$ 4,166,893
Data Center and Facilities		\$ 3,893,884
Campus Software Licensing		\$ 3,712,107
Identity and Access Management		\$ 3,002,013
Digital Media Assets & Distribution		\$ 1,631,636
Backups and Mass Storage		\$ 1,543,539
Emergency Preparedness and Business Continuity		\$ 1,202,813
Student Technology Fee--Funded Initiatives		\$ 1,094,061
Office of the VP and CIO		\$ 641,759
Accessible Technologies		\$ 631,197
Technology Spaces and Labs		\$ 596,083
Cable Television		\$ 488,051
IT Consulting		\$ 337,372
UW Support for KEXP		\$ 194,907
<b>Total</b>	<b>\$ -</b>	<b>\$ 107,447,890</b>

**UW Information Technology by Functional Area**

**Name of area: Academic Services**

*Academic Services* researches, assesses, develops, and delivers technologies, learning spaces, classroom support, and services that enhance teaching, research, and learning at the UW, and that support vibrant intellectual communities. Building upon deep engagement with UW faculty, students, and researchers, this division engages with other UW units at the UW and beyond to collaborate on projects, share and integrate resources and services, minimize redundancies, and improve effectiveness. Academic Services also advises and collaborates with UW faculty and departments on ways to use technology to improve learning outcomes and to advance the teaching and learning missions of the University.

Fund Source	FY15 FTE	FY15 Planned Annual Expenditures (in \$)	
		Salaries/Benefits	Other
ABB Funds/Tech Rechg Fee/Self-Sustain/Fund Bal:	91.00	\$ 12,478,437	\$ 7,721,363
<b>Total</b>	<b>91.00</b>	<b>\$ 12,478,437</b>	<b>\$ 7,721,363</b>

BT = Budget Type

**Name of area: Computing Infrastructure**

*Computing Infrastructure* provides knowledgeable system design and administration, software engineering, and operational support for academic systems, administrative systems, and research computing. This division is responsible for Application Integration Services, Identity and Access Management, and Servers and Storage.

Fund Source	FY15 FTE	FY15 Planned Annual Expenditures (in \$)	
		Salaries/Benefits	Other
ABB Funds/Tech Rechg Fee/Self-Sustain/Fund Bal:	69.00	\$ 9,776,114	\$ 3,331,150
	<b>69.00</b>	<b>\$ 9,776,114</b>	<b>\$ 3,331,150</b>

**Name of area: Customer Service and Support**

*Customer Service and Support* is responsible for providing information technology consulting and help desk support for voice and data, managed desktops, computer repair, and customer relationship management to departments, faculty, staff, and students. This division also provides 24x7x365 monitoring, reporting, and troubleshooting for a wide variety of systems, applications, and facility- and security-related events.

Fund Source	FY15 FTE	FY15 Planned Annual Expenditures (in \$)	
		Salaries/Benefits	Other
ABB Funds/Tech Rechg Fee/Self-Sustain/Fund Bal:	61.00	\$ 6,491,502	\$ 3,958,619
<b>Total</b>	<b>61.00</b>	<b>\$ 6,491,502</b>	<b>\$ 3,958,619</b>

**Name of area: Information Management**

**Information Management** provides University-wide leadership in the development and management of UW's major administrative business systems including Finance, Human Resources/Payroll (HR/P), Advancement and Facilities. IM is also responsible for UW Enterprise Data Warehouse and business intelligence tools that provide information for decision making.

The UW is currently moving forward with an approach to replacing and upgrading its aging administrative business systems, starting with HR/P Modernization. IM partners with Finance and Facilities on the HR/P Modernization initiative, and provides support for the current payroll system. A modern HR/Payroll system will improve support for critical HR/Payroll functions, provide better integration throughout the employment process, strengthen regulatory compliance and provide better information for decision-making.

Fund Source	FY15 FTE	FY15 Planned Annual Expenditures (in \$)	
		Salaries/Benefits	Other
ABB Funds/Tech Rechg Fee/Self-Sustain/Fund Bal:	98.00	\$ 13,450,175	\$ 4,409,681
<b>Total</b>	<b>98.00</b>	<b>\$ 13,450,175</b>	<b>\$ 4,409,681</b>

**Name of area: IT Services & Strategic Sourcing**

**IT Services & Strategic Sourcing** provides project management and service management to support UW-IT projects and services, and tools and infrastructure to support critical business continuity for UW-IT and the University. In addition, ITS develops new and alternative sources that extend beyond traditional service delivery. This division includes: Program Management Office, Service Management & Planning, Technology Business Continuity, Strategic Sourcing, and Enterprise Architecture.

Fund Source	FY15 FTE	FY15 Planned Annual Expenditures (in \$)	
		Salaries/Benefits	Other
ABB Funds/Tech Rechg Fee/Self-Sustain/Fund Bal:	19.00	\$ 2,566,656	\$ 1,206,350
<b>Total</b>	<b>19.00</b>	<b>\$ 2,566,656</b>	<b>\$ 1,206,350</b>

**Name of area: Networks, Data Centers & Telecommunications**

**Networks, Data Centers & Telecommunications** brings together network architecture, engineering, operations, and support teams with responsibilities that span not only UW, but the state K-20 Education Network, the Pacific Northwest Gigapop, Internet2, and other national and international research and education networks. It provides technology evaluation and solutions for voice and data networks, service directions, architecture, design, and optical and Ethernet solutions for long-haul and local networks. This unit is structured to provide system design and support for all aspects of our research university environment. This division is responsible for: Mobile Communications Strategies; Network Design & Architecture; Network Operations Management; Network Strategy & Telecommunications; Planning Facilities, & Data Centers; and Research Networks.

Fund Source	FY15 FTE	FY15 Planned Annual Expenditures (in \$)	
		Salaries/Benefits	Other
ABB Funds/Tech Rechg Fee/Self-Sustain/Fund Bal:	92.00	\$ 11,321,682	\$ 21,666,635
<b>Total</b>	<b>92.00</b>	<b>\$ 11,321,682</b>	<b>\$ 21,666,635</b>

**Name of area: Office of the Chief Information Security Officer**

**Office of the Chief Information Security Officer (CISO)**

CISO is comprised of the following units:

**Information Assurance**. Ensuring coordination of information security and privacy policies across the UW. This unit helps to create a culture of information assurance at the UW through business intelligence and information security and privacy risk awareness.

**Security Services**. Serving as the point of contact for all abuse complaints relating to the University networks, this unit receives all information security incident reports and provides incident response and computer forensic services. In addition, this unit serves as an institutional resource that provides information security consulting for critical or high-risk systems.

Fund Source	FY15 FTE	FY15 Planned Annual Expenditures (in \$)	
		Salaries/Benefits	Other
ABB Funds/Tech Rechg Fee/Self-Sustain/Fund Bal:	17.00	\$ 2,336,840	\$ 704,097
<b>Total</b>	<b>17.00</b>	<b>\$ 2,336,840</b>	<b>\$ 704,097</b>

**Name of area: Office of the Vice President and CIO**

**Office of the Vice President and CIO** provides the technology management support for a large IT organization. Units include: Vice President, Business & Finance, Communications, Human Resources, and Organizational Development. The office also provides Technology Strategy and Compliance Assurance.

Fund Source	FY15 FTE	FY15 Planned Annual Expenditures (in \$)	
		Salaries/Benefits	Other
ABB Funds/Tech Rechg Fee/Self-Sustain/Fund Bal:	43.00	\$ 4,402,956	\$ 1,625,633
<b>Total</b>	<b>43.00</b>	<b>\$ 4,402,956</b>	<b>\$ 1,625,633</b>

Fund Source	FY15 FTE	FY15 Planned Annual Expenditures (in \$)	
		Salaries/Benefits	Other
<b>Total UW Information Technology FY 2015 Budget</b>	<b>490.00</b>	<b>\$ 62,824,362</b>	<b>\$ 44,623,528</b>
			<b>\$ 107,447,890</b>

## Administrative Unit Carryover Usage Plan SUMMARY

*This table will self-populate via the "Carryover Worksheet - Detail" tab*

**Administrative Unit Name:** UW Information Technology  
**Estimate of FY15 Carryover Balance:** 15,836,454

<b>Usage Category</b>	<b>Amount</b>	<b>%</b>
Unit's Reserve	5,315,161	33.56%
Central Commitments	7,050,994	44.52%
Permanent Costs & Other Projects	3,470,299	21.91%
<b>Total</b>	<b>15,836,454</b>	<b>100.00%</b>