

**Administrative Unit Name: UW Information Technology**

Please complete this Word document and the accompanying [Excel workbook](#), and submit them to the Office of Planning & Budgeting on or before **Friday, November 20**. Please email your materials to [Becka Johnson Poppe](#).

1. In spring 2015, Provost Baldasty initiated the Transforming Administration Program (TAP), which encompasses all central administrative units and focuses on fulfilling the need for greater collaboration, clear priorities, increased accountabilities, and elimination of unnecessary bureaucracy and redundancies.

Within a **500 word bulleted list**, please answer both of the following questions:

- **List 3-5 things your unit is doing to align with the [TAP principles for central administrative units](#) and to create and enhance a culture of service. Please be specific.**
  - **In what ways (if any) could your unit leverage activities of other central administrative units to increase efficiency within your unit and/or to streamline activities across the UW? Are there areas of overlap between your unit and another that prompt closer collaboration?**
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UW Information Technology is actively participating in the following TAP initiatives:

- **HR/Payroll Modernization** – Leading a major initiative to replace the University's 33-year old legacy payroll system with an integrated system to manage human resources and payroll functions. Implementing this new system requires standardization of processes across departments, units and colleges. These streamlined processes, paired with modern technology, will improve the way the University does business.
- **Financial Modernization Readiness** – UW-IT and the Office of Planning & Management are partnering to define and implement the Finance enterprise resource planning (ERP) program framework needed to support a successful transformation effort. This includes defining the sourcing strategy, gathering the data to further refine the business case and total cost of ownership, identifying funding options, and initiating legacy pre-transition work.
- **Streamline Internal Communications** – Participated in a TAP initiative, along with UW Marketing, UW Finance & Facilities, and UW Human Resources, to evaluate opportunities to better coordinate and leverage communication efforts and resources across UW Central Administrative units.
- **Geographic Information Systems (GIS) Consolidation** – UW-IT's Data & Analytics team is partnering with the Office of Capital Planning & Development to improve the access, quality and value of GIS data.
- **Centralize Servers/Virtualize Servers** – Brad Greer, UW-IT Chief Technology Officer, is leading efforts to help UW meet its climate goals while increasing security and decreasing infrastructure risk by migrating decentralized servers to UW's centrally managed data centers or to external cloud services.
- **Classroom Scheduling** – Phil Reid, UW-IT Vice Provost for Academic Services and Deputy CIO, is sponsoring the initiative to expand the capacity of existing learning spaces on the UW Seattle campus by analyzing current request patterns and issues, developing recommendations for Governance Committee and Provost review, and implementing approved solutions.
- **Common Approach to Use of Calendar (Outlook)** – Participating in the TAP initiative seeking to reduce the administrative time and effort spent scheduling meetings while also reducing errors and calendar mishaps by

exploring and establishing agreed upon standard processes, procedures and tools across UW's central administrative units.

- **Service Standards for Central Administration** – UW-IT is participating in the effort to develop common expectations and measures for service levels to be used across UW's central administrative units.

In addition, UW-IT is engaged in the following activities to foster a culture of service at UW:

- **UW-IT Strategic Plan** – A three-year strategy on how best to leverage current and emerging technologies and resources to support students, faculty and staff while managing risk and delivering services in the most efficient, cost-effective way. [https://www.washington.edu/uwit/files/2014/12/UWIT\\_2014-StrategicPlan.pdf](https://www.washington.edu/uwit/files/2014/12/UWIT_2014-StrategicPlan.pdf)
- **UW-IT Leadership Development Program** – A UW-IT sponsored program to develop IT leaders across all three campuses. Through three two-day workshops, individual mentorship/coaching and a community of practice, this program serves to strengthen IT leadership capability at all levels, improve IT staff retention, build a pipeline of future IT leaders, and expand a University-wide network of IT professionals.
- **UW-IT 2015 Customer Experience Survey** – Solicited feedback from 1,106 UW students, faculty and staff on all three campuses about their experience with select services and support resources provided by UW-IT. Key findings and recommendations will lay the foundation for continuous customer service improvements.
- **UW Connect** – A service management tool that provides a unified, automated system for accessing IT services, help and resources. UW-IT is partnering with the Foster School of Business as a first step in offering this service to other units.
- **UW TechConnect** – A University-wide initiative that supports and sponsors information technology-related events and learning opportunities that bring together University IT professionals to explore, learn and connect. TechConnect sponsors multiple learning opportunities throughout the year including communities of practice, quarterly Tech Talks, and an annual conference attracting 400 University IT professionals.
- **Service Desk Integration** – UW-IT integrated five help desks with its Technology Service Center to create a single-point-of-contact for customer support. This effort eliminated over 180 customer contact points across UW-IT, resulting in more rapid and efficient routing and tracking of customer requests and improved customer support.

UW Information Technology partners with both administrative and academic units to create significant improvements in services and processes to better meet the needs of our customers and stakeholders. Examples include:

- **HR Payroll Modernization and Finance Business Transformation** – Partnering with administrative and academic units on these enterprise efforts.
- **Procure to Pay** – Partnering with Financial Management to increase efficiencies by completing implementation of ARIBA e-procurement to provide one tool for supplier solicitation, contract management, requisitioning, invoicing and receiving of goods and services
- **Enterprise Document Management System (CONCERT Program)** – Partnering with the Admissions Office, Grant & Contract Accounting, Procurement Services, and Facilities Services to digitize and store electronic business documents and provide enterprise workflow tools to automate business processes, increasing efficiencies while reducing paper use.

- **Undergraduate Admissions Modernization** – Partnering with UW Seattle Admissions to convert the paper-intensive admissions review process to a more efficient, online application review system. Starting this fall with domestic freshman applications, the new system will enable the University to continue to handle an ever-increasing number of undergraduate applications and better support the UW’s ability to attract and admit high-achieving students.
- **Student Financial Aid Modernization** – Partnering with the Office of Student Financial Aid (OFSA) to develop a fully paperless process and significantly improve information exchange between students, their parents and the OFSA.
- **Curriculum Management** – Partnering with Registrar’s Office to develop a central system of record for UW’s curricular offerings that can support institutional reporting and transparency, accreditation, and improved access to information for academic planning.
- **High Performance Computing** – Partnering with Office of Research and the UW eScience Institute to support world-class research with up-to-date tools and resources—including Hyak, a high performance computing cluster, and a high performance research network, supporting fast data transfers within the University and to other research institutions.
- **My Husky Experience** – An initiative to enable students to explore and engage in co-curricular activities such as internships, leadership initiatives, service learning and research.
- **Tableau Software** – Providing the University with the software and training for Tableau, an easy-to-use data visualization tool that helps simplify the meaning of large data sets, promotes understanding and analysis, and communicates important concepts and ideas.
- **New Series Features Innovative Faculty** – UW-IT is partnering with the Office of the Provost, the Center for Teaching and Learning, and UW Libraries to produce Innovators Among Us, a series of stories featuring UW faculty sharing their experiences, tips and best practices on innovative teaching and learning with technology. The Web-based series encourages a culture of innovation on all three campuses by highlighting faculty innovators, with a new faculty profile introduced every six weeks through mid-2016. The stories are part of the Trends and Issues in Higher Education series produced by the Office of the Provost.

2. In 200 words or fewer, please **identify plans to adapt functions and services to support changing institutional needs in FY17.**

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To address the changing institutional needs in FY 2017 and beyond, UW-IT is leading efforts in:

- **HR Payroll Modernization (HRPM) Program**
  - HRPM Project – An enterprise-wide, multi-year initiative to replace the existing payroll system with Workday, an integrated, Software as a Service (SaaS) Human Capital Management (HCM) solution.
  - Integrated Change Management (ICM) – A program designed to help UW units and employees prepare for the transition to Workday, and work effectively with the new system and business processes. The ICM team will guide academic and administrative units through a seven-step, people-centric process to ensure readiness across the University.
  - HRPM Intersections – A program to ensure that UW’s new HR/Payroll system integrates smoothly into the UW enterprise. Includes revisions to UW administrative systems to enable them to interact with Workday, and revisions to the Enterprise Data Warehouse and related UW data stores; provides assistance to UW units operating downstream systems that contain HR/Payroll data to help them prepare for the transition.
  - HRPM Operating Model – Supporting the day-to-day operations and maintenance of Workday; providing Tier 1 and Tier 2 end user support; and implementing “bug fixes” and initiating new functionality.
  
- **Financial Business Transformation** – Plan for and implement the modernization and transformation of the University’s finance and accounting and budget business processes and systems, using an enterprise-wide approach. The initial planning and strategy phase will take approximately two years, from 2015 to 2017; the implementation phase will follow, estimated to take about five years, from approximately 2017- 2022.
  
- **Cloud Strategy** – UW-IT has deployed many cloud application services (Software as a Service, or SaaS) in the past few years, including Google Apps and Office 365 email and collaboration tools, Canvas learning management system, Panopto lecture capture, and soon, Workday. UW-IT is now adding more infrastructure services (Infrastructure as a Service, or IaaS) to the University’s cloud portfolio, including Microsoft Azure and Amazon Web Services. UW-IT is also working in close partnership with the eScience Institute to assist researchers to take best advantage of cloud services. UW-IT continues to explore how to efficiently and effectively extend our on premise datacenter/infrastructure services into multiple commercial clouds, and we are assisting other University IT staff in their adoption and migration into cloud IaaS.
  
- **Research Computing** – UW-IT is supporting the UW research enterprise by providing a coordinated cyberinfrastructure strategy comprised of an aggregate of software, hardware and other technologies, as well as targeted consulting, to support current and future discoveries in science and engineering. This includes high performance computing, on-site large-scale data storage, and access to commercial cloud systems, as well as high speed networking capabilities.

3. Please identify any significant obstacle(s) or challenge(s) that your unit faces other than resource constraints. Please plan to discuss these with the Provost. If applicable, please summarize any operational risks that, from your perspective, the UW must work to mitigate over time.

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- **HR Payroll Modernization Program** – The HR/P Modernization program is the largest single administrative initiative ever undertaken at the University, and has been recognized by President Ana Mari Cauce as the University’s highest administrative priority. In support of this, UW Information Technology, along with UW Organizational Excellence and other University partners, is redeploying significant resources from other projects in order to ensure the program’s success. These resources include: Project Management, Change Management, Instructional Design, and Operations Support.
  - This resource deployment is necessary for the success of the program, but will result in delays to existing UW-IT projects, and diminished capacity to undertake other requests. UW-IT projects that will be impacted include: Undergraduate Admissions Modernization, Exchange Online General Availability, Data Analytics and Reporting, Telecommunications Refresh project, and Geographic Redundancy. Other service improvement and resiliency projects across UW-IT also will be delayed.
- **Data Security & Privacy** – Data breaches, cyber theft of intellectual property, and malicious hacking remain a significant threat to UW. UW-IT’s Office of the Chief Information Security Officer continues to lead efforts to mitigate risk by providing services to help UW units analyze and forecast threats to information security. The CISO office also researches applicable information security and privacy laws, provides education on safeguarding institutional information, consults on incident management, and manages policies and strategic solutions for UW’s institutional information.
- **Accessible Technologies** – Ever increasing numbers of postsecondary campuses in the United States have been required to implement costly solutions in response to civil rights violations to address the inaccessibility of their information technology resources. The University of Washington IT Accessibility Task Force has developed recommendations for promoting IT accessibility and best practices campus-wide.
- **Network & Other Infrastructure** – Resource constraints have led to deferred maintenance on the UW’s telecommunications, network, and fiber infrastructure. While UW-IT is managing these areas responsibly, this technical debt is being deferred to a future time.
- **Competitive Salaries/Market** – UW-IT is facing a highly competitive market for IT professionals, and our ability to retain and recruit quality staff remains a constant challenge. We compete regularly with Microsoft, Amazon and T-Mobile as well as a host of new start-ups.

4. Though the Provost will soon be laying out requirements for FY17 merit increases, administrative units should begin to plan for a merit allocation equivalent to 90-95 percent of GOF/DOF merit pool. In other words, units should plan to receive less funding than may be necessary for a full merit increase, on average, for all GOF- and DOF-funded positions. **Please tell us how your unit plans to deploy funds for merit increases in FY17.**
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UW Information Technology welcomes the opportunity for continued merit increases for staff. UW-IT is facing a highly 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.

A campus-wide 4% Merit for Faculty & Professional Staff:

- GOF/DOF Amount on Salary Base of \$26,560,293 = \$1,062,412
- 5% Reduction = \$53,121 + \$16,202 (Benefits) = \$69,322
- 10% Reduction = \$106,241 + \$32,404 (Benefits) = \$138,644

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. Employees who support self-sustaining services have their portion of merit increases funded by rate adjustments.

If UW-IT faces an allocation shortfall of \$69,322 to \$138,644, we would reduce expenditures, which would directly impact services critical to supporting teaching and research.

5. As you may recall, in the summer of 2014, the UW was the sole subject of a state-required audit of net operating fee (tuition) and local fund accounts. The audit reinforced 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 ask that you update the carryover usage plan you submitted as part of last year’s budget development process.** To do so, please **fill out the “Carryover Worksheet - Detail” tab** of the “FY17 Administrative Budget Worksheets & References” [Excel workbook](#) using:

- **The carryover plan you submitted last year, as a starting point, modified as needed.** If you need a copy of the plan you submitted last year, please email [Amy Floit](#) or [Becka Johnson Poppe](#).
- **New reserve figures**, as provided in the “Reserve Figures” tab of the aforementioned spreadsheet.
- **New carryover totals**, as provided in the “Carryover into FY16” tab of the aforementioned spreadsheet.

In the space below, please describe and explain any major change(s) to your carryover usage plan.

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UW-IT has a complex financial structure utilizing a number of different revenue sources (GOF/DOF, Technology Recharge Fee, and Self-Sustaining Services) and our “carryover” is captured as the Fund Balance in a UW-IT specific Fund 444. The ending balance in Fund 444 for FY 2015 was \$19,609,813. We designate our fund balance into Restricted and Unrestricted (to include a Reserve).

The Restricted balance of \$14,035,602 are funds reserved for specific uses related to its original source – Self-Sustaining Services, PNWGP, as well as Provost allocations supporting CISO, Classroom Support Services, Student Modernization, HR/P Modernization, and HR/P Intersections. Restricted funds are also designated for Equipment Reserve, Inventory Reserve, and Pass-Through budgets (K-20 and PNWGP). Funds are also designated for an annual payment as a match with the Provost to apply against the historical deficit.

The Unrestricted balance of \$5,574,211 is held in reserve. This represents 7.9% of our GOF/DOF base and Technology Recharge Fee projected revenue.

At the request of the Provost, UW-IT is returning \$250,000 to be reallocated for other Provost priorities.

6. The Provost will be making the decision to deploy *permanent* Provost Reinvestment Funds **primarily, if not exclusively, to cover for compensation increases. The only possible exceptions for permanent funds will be for critical compliance issues.** However, requests for temporary funds will only be entertained in areas of high institutional priority and in consultation with faculty, staff and students.

If you have a Provost Reinvestment Fund request that fits within these strict parameters, please describe it using the framework below.

Title	Funding	FY	P/T	Years Needed (If Temp)
<b>Undergraduate Admissions Modernization – Ongoing Support</b>	<b>\$240,000</b>	<b>FY17</b>	<b>Perm</b>	<b>Ongoing</b>

Over the course of the last three fiscal years, UW-IT has supported the Undergraduate Admissions Office on all three campuses to implement Ellucian Recruiter as the operational backbone for recruitment and admissions processes. This work has resulted in a mission-critical product that all three campuses rely on. The Seattle office is now using Recruiter to support a paperless, holistic review process for freshman applications, and additional large-scale efforts are still slated to adopt the Coalition application and move all other populations to the new online application review system. While UW-IT received temporary funding to implement this project, it has not received any permanent funding to support the day-to-day maintenance required to keep Recruiter operational. Costs include partial allocations to support updates to customizations, testing, installation and configuration of upgraded versions, coordination with the vendor, updates to integrations with CollegeNet and Student Database, and tri-campus coordination for major efforts.

Funding is requested for:

- \$170,000 for 1.25 FTE (.25 CRM Development, .25 CRM Test, .25 Service Management, .25 Application Engineering, and .25 Integration Engineering)
- \$70,000 in Server Hardware

*This request is concurrent with a request by Enrollment Management for Provost Reinvestment Funds to support additional modernization efforts for transfer, international, and post-baccalaureate admissions. Note that the funds requested above are required to support the product currently in use, regardless of whether the project proposed through Enrollment Management is approved or not.*

Title	Funding	FY	P/T	Years Needed (If Temp)
<b>Student Financial Aid Modernization</b>	<b>TBD</b>			

*A request is being submitted by Enrollment Management on behalf of the Office of Student Financial Aid (OSFA) for Provost Reinvestment Funds to provide continued support for Student Financial Aid Modernization. This effort will move OSFA to a fully paperless process and significantly improve information exchange between students, their parents and OSFA. The request from Enrollment Management will include components for both Enrollment Services and UW Information Technology.*

Title	Funding	FY	P/T	Years Needed (If Temp)
<b>Accessible Technologies Risk Mitigation</b>	<b>\$230,000</b>	<b>FY 17</b>	<b>Perm</b>	<b>Ongoing</b>

To mitigate risk associated with the inaccessibility of campus-wide information technology (IT):

- Meet the UW’s legal obligations under the Americans with Disabilities Act of 1990 and its 2008 amendments
- Reduce the UW’s ever-increasing risk of civil rights challenges because of the inaccessibility of our IT resources
- Provide UW services that clearly value diversity, equity and inclusiveness

Funding for 2 FTE is requested for UW-IT Accessible Technology

- Senior IT Accessibility Specialist (Senior Computer Specialist) to work with existing IT staff to proactively engage with procurement staff to ensure that accessibility is considered in the procurement process and to work with IT companies to improve the accessibility of their products, of product updates, and of implementation on campus.
- IT Accessibility Specialist (Senior Computer Specialist) to create proactive services to identify IT accessibility barriers in high-impact areas (e.g., high-level websites, large courses, online classes); reach out to responsible webmasters and those who post documents and videos online to provide assistance in making accessibility improvements and training; and create annual reports of these efforts and their impact on providing more accessible IT campus-wide.

Title	Funding	FY	P/T	Years Needed (If Temp)
<b>Civitas Student Success and Retention Analytics</b>	<b>\$240,000</b>	<b>FY 17</b>	<b>Temp</b>	<b>Ongoing</b>

UW-IT has funded a pilot program involving the installation and evaluation of Civitas, a predictive analytics platform focused on student success and retention. Using data from the student data base and learning management system (Canvas), students at risk academically are identified and interventions/support are then provided. The pilot program involves the implementation of an institutional reporting service on all three campuses, and an advisor-facing application at UW-Tacoma. Civitas is also an instrumental part of a recent IPAS2 grant from Educause/Gates Foundation received by UW-Seattle to assist in working with College Bound students.

Based on this successful pilot, UW-IT is seeking temporary funding in FY 2017 to maintain the annual Civitas licensing fee for a second year. Based on evaluation and outcomes, permanent funding may be requested beginning in FY 18.

**Other Funding to be requested in Spring 2016 for FY 2017**

- **HR/Payroll Intersections Project** – FY 2017 funding that will be required to complete the initiative to prepare the integration of Workday with the Enterprise Data Warehouse and to provide assistance to campus units operating downstream systems that contain HR/Payroll data and prepare for the transition. Amount to be determined based on updating cost projections for FY 17 and amount of carryover related to the Provost's FY 16 funding of this project.
- **Financial Business Transformation Program** – FY 2017 funding will be required to continue this initiative. Amount to be determined based on outcomes of the Financial Modernization Readiness assessment currently underway.

## Administrative Unit Carryover Usage Plan DETAIL

<b>Administrative Unit Name:</b>	<b>UW Information Technology</b>		
<b>Fund/ 444 Carryover Balance at "Close" of FY15:</b>	<b>19,609,813</b>	<b>FUND 444</b>	***

Reconciles to P&B Self-Sustaining Deficit Report - 6/30/2015.

UW-IT merges its funding sources: including GOF/DOF, Technology Recharge Fee, and Self-Sustaining revenue in BT 10 - Fund 444. These pooled funds are then allocated into discrete functional areas. GOF/DOF is about 7.232% of carryover.

Usage Categories and Descriptions	Committed Year(s)	# of Years	Annual \$ Amount	Totals
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<b>Unit's Reserve (10%)</b>				
Reserve Balance - 7.9% of Perm GOF/DOF + TRF	FY16	1	5,574,211	5,574,211
<b>Total Unit's Reserve:</b>				<b>5,574,211</b>

Central Commitments	<i>e.g. FY16, FY17</i>	<i>e.g. 2</i>		
1. Pacific NW Gigapop	FY 16	1	0	0
2. Chief Information Security Officer	FY 16, FY 17	2	803,209	1,606,418
3. Information Mgmt - HR/P Intersections	FY 16	1	1,671,853	1,671,853
4. Enterprise Document Management System	FY 16	1	440,830	440,830
5. PNDB to EDW Migration	FY 16	1	475,613	475,613
6. Student Modernization (MyPlan/Husky Explorer, Curriculum Mgmt, Admissions Mod, & Stud Fin Aid)	FY 16, FY 17	2	1,170,234	2,340,468
<i>Add more lines as needed</i>				
<b>Total Central Commitments:</b>				<b>6,535,182</b>

"Spending Plan" Permanent Costs & Other Projects	<i>e.g. FY16, FY17</i>	<i>e.g. 2</i>		
<b>A. Permanent expenditures funded with temporary funds</b>				
1. (description)				0
2. (description)				0
<b>B. Possible multi-year commitments</b>				
1. (description)				0
2. (description)				0
<b>C. Immediate, current year use</b>				
1. Self-Sustaining Services - Restricted Balance (Non-CTE)	FY 16	1	4,029,764	4,029,764
2. Self-Sustaining Services - Restricted Balance - (CTE)	FY 16	1	1,282,561	1,282,561
3. Restricted Balances - (Equip/Invty/Passthrough Accts)	FY 16	1	-2,128,991	-2,128,991
4. Restricted Balances - Prepaid FY 16 Revenue - TRF, etc	FY 16	1	1,317,086	1,317,086
5. Planned Use for FY 16 UW-IT Operations	FY 16	1	2,500,000	2,500,000
6. Payment Toward Legacy Deficit	FY 16	1	500,000	500,000
<i>Add more lines as needed</i>				
<b>Total Permanent Costs &amp; Other Projects:</b>				<b>7,500,420</b>

<b>TOTAL CARRYOVER USAGE PLAN</b>	<b>19,609,813</b>
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Classroom Technology & Events (CTE, formerly known as Classroom Services) transferred to UW-IT in July 2013. Its GOF/DOF has not yet been incorporated into Fund 144.

A GOF/DOF carryover amount of \$159,847 is for CTE and will be a part of planned use of operations in FY 16.

\*\*\*UWIT carryover is actually in self-sustaining budgets. Carryover amount provided by UWIT.