

6/29/2019

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

I.2. Business and Finance Committee

Thursday, July 11, 2019
10:30 a.m. – 12:00 p.m.
Gordon Dining & Event Center, 2nd Floor
Sonata Room
770 W Dayton Street
Madison, WI 53706

- a. Approval of the Minutes of the June 6, 2019 Meeting of the Business and Finance Committee
- b. UW-Milwaukee Contractual Agreement with Oxford International Ltd.
[Resolution I.2.b.]
- c. UW-Milwaukee Contractual Agreement with Wisconsin Electric Power Company
[Resolution I.2.c.]
- d. UW-Milwaukee Contractual Agreement with Rockwell Automation Inc.
[Resolution I.2.d.]
- e. UW-Madison Contractual Agreements with Viewpoint Therapeutics
[Resolution I.2.e.]
- f. UW-Madison Contractual Agreement with Foundation for Food and Agriculture Research, Inari Agriculture Inc., KWS SAAT SE, and Syngenta Crop Protection, LLC
[Resolution I.2.f.]
- g. Title and Total Compensation Update
- h. Semi-Annual Status Report on Large/Vital Information Technology Projects
[Resolution I.2.h.]
- i. Report of the Vice President(s)

UW-Milwaukee Contractual Agreement
With Oxford International, Ltd.

BUSINESS AND FINANCE COMMITTEE

Resolution:

That, upon the recommendation of the Chancellor of the University of Wisconsin-Milwaukee and the President of the University of Wisconsin System, the Board of Regents approves the contractual agreement between the University of Wisconsin-Milwaukee and Oxford International, Ltd. The contract is for a five-year term effective August 1, 2019 with an automatic renewal period and option to extend.

**UW-MILWAUKEE CONTRACTUAL AGREEMENT
WITH OXFORD INTERNATIONAL LTD.**

EXECUTIVE SUMMARY

BACKGROUND

Regent Policy Document 13-1 requires any grant or contract with private profit-making organizations in excess of \$1,000,000 be presented to the Board of Regents for formal approval prior to execution.

REQUESTED ACTION

Adoption of Resolution I.2.b. approving the contractual agreement between the Board of Regents and Oxford International Ltd.

DISCUSSION

The Center for International Education (CIE) at the University of Wisconsin-Milwaukee (UWM) proposes to enter into a Master Services Agreement with Oxford International Ltd. (Oxford) effective as of August 1, 2019. Oxford is the intended awardee of UWM Request for Proposal T19-002. Under this agreement, Oxford will provide international student recruitment, marketing, and other related services to UWM to increase UWM's international undergraduate enrollment.

Oxford will employ its extensive, global team of marketing agents to recruit international students to UWM for undergraduate education. This includes Oxford's presence in critical global markets, such as China, India, South Korea, Vietnam, Brazil, Africa, and the Middle East. Oxford will educate and train its agents on UWM and its educational programs and host agent visits to UWM. Oxford will also develop a comprehensive marketing campaign in consultation with UWM staff and create, procure, and distribute marketing materials and brochures, including but not limited to print and digital materials, which will be translated into a variety of languages. Oxford will make recommendations on recruitment strategies and focus areas based on metrics it will track on behalf of UWM. Oxford will also manage a call center and response team for international student inquiries and assist students with application completion and document gathering for visa applications.

Outsourcing international marketing and recruitment under this contract allows UWM to make additional investments in CIE, without adding costs to students. These investments will enable CIE to offer increased student support services to compete in an increasingly competitive international market and consistent with UWM's overall strategic efforts on student success.

The contract term is for an initial period of five years, with an option for five more years at UWM's discretion and based on enrollment growth. The contract includes specific enrollment and retention targets to measure its success or allow for early termination. The total anticipated

increase in gross tuition revenues to UWM associated with the agreement is \$16.63 million. Total anticipated payments to Oxford International are \$5.10 million.

RELATED REGENT POLICIES

Regent Policy Document 13-1: General Contract Authority, Approval, and Reporting.

UW-Milwaukee Contractual Agreement
with Wisconsin Electric Power Company

BUSINESS AND FINANCE COMMITTEE

Resolution:

That, upon the recommendation of the Chancellor of the University of Wisconsin-Milwaukee and the President of the University of Wisconsin System, the Board of Regents approves the Master Sponsored Research Agreement between the University of Wisconsin-Milwaukee and Wisconsin Electric Power Company. This contract has a six and on-half year term, with an option to extend, and an effective date of July 13, 2019.

**UW-MILWAUKEE CONTRACTUAL AGREEMENT
WITH WISCONSIN ELECTRIC POWER COMPANY**

EXECUTIVE SUMMARY

BACKGROUND

Regent Policy Document 13-1 requires any grant or contract with private profit-making organizations in excess of \$1,000,000 be presented to the Board for formal acceptance prior to execution.

REQUESTED ACTION

Adoption of Resolution I.2.c. approving the Master Sponsored Research agreement between the Board of Regents and Wisconsin Electric Power Company to provide archaeological and architectural/historical research and field activities.

DISCUSSION

The College of Letters and Sciences and the Office of Sponsored Programs at the University of Wisconsin-Milwaukee (UWM) propose to enter into a Master Sponsored Research Agreement (Agreement) with Wisconsin Electric Power Company effective as of July 13, 2019. Wisconsin Electric Power Company has, as part of their mission, a commitment to the natural and cultural environment.

Under this Agreement, UWM will work with Wisconsin Electric Power Company to provide archaeological and architectural/historical research and field activities that will advise Wisconsin Electric Power Company with regard to impacts of their projects on the cultural environment. The activities provided by UWM will further provide support for Wisconsin Electric Power Company's daily gas and electric distribution environmental review and permitting processes, licensing support to larger scale projects, and consultative support for land conveyances. UWM will work with and at the direction of Wisconsin Electric Power Company's Water Quality Team's Environmental Representative (WER) assigned to each of Wisconsin Electric Power Company's service areas. The research is anticipated to take place over a six and one-half year period. The proposed Agreement is anticipated to provide revenues to UWM upwards of \$4.5 million as specific purchase orders will be issued by Wisconsin Electric Power Company to UWM outlining the specific amount to be funded. The research will be overseen by Dr. Jennifer Haas, a Senior Research Specialist in UWM's College of Letters and Sciences. It is anticipated that research results will be shared with the Wisconsin Historical Society and that significant research findings will be published.

RELATED REGENT POLICIES

Regent Policy Document 13-1: General Contract Authority, Approval, and Reporting.

UW-Milwaukee Contractual Agreement
with Rockwell Automation, Inc.

BUSINESS AND FINANCE COMMITTEE

Resolution:

That, upon the recommendation of the Chancellor of the University of Wisconsin-Milwaukee and the President of the University of Wisconsin System, the Board of Regents approves the contractual membership agreement between the University of Wisconsin-Milwaukee and Rockwell Automation, Inc., to establish guidelines and processes under which third parties may become members of the Connected Systems Institute founded at University of Wisconsin-Milwaukee. The agreement is effective July 13, 2019 for a minimum term of five years.

UW-MILWAUKEE CONTRACTUAL AGREEMENT WITH ROCKWELL AUTOMATION, INC.

EXECUTIVE SUMMARY

BACKGROUND

Regent Policy Document 13-1 requires any grant or contract with private profit-making organizations in excess of \$1,000,000 be presented to the Board of Regents for formal acceptance prior to execution.

REQUESTED ACTION

Adoption of Resolution I.2.d. approving the contractual agreement between the Board of Regents and Rockwell Automation Inc.

DISCUSSION

The University of Wisconsin-Milwaukee (UWM) proposes to enter into a Membership Agreement (Agreement) with Rockwell Automation, Inc. (Rockwell) effective as of July 13, 2019.

UWM has established the Connected Systems Institute (CSI), an institute committed to conducting advanced research related to digital manufacturing (focusing on the Industrial Internet of Things) and preparing a skilled workforce. CSI blends expertise from UWM's Lubar School of Business, College of Engineering & Applied Science, and School of Information Studies and engages academics, students, and industry researchers in a collaborative research facility environment. The long-term vision for CSI is to become an internationally recognized, multidisciplinary, collaborative institute with membership that includes industry partners, academic institutions, and government/non-profit entities.

Under this Agreement, UWM will partner with Rockwell to establish guidelines and processes under which third parties may become members of CSI (with Rockwell acting as a founding member). Contributions to CSI are anticipated to include a \$2.5 million investment from Rockwell (based on both cash and in-kind contributions) as well as contributions from future members in an amount expected to exceed an additional \$1 million. These contributions will continuously fund CSI's operating costs. Research publications, inventions, and other forms of intellectual property are expected to be developed under this Agreement and potentially lead to additional revenue.

RELATED REGENT POLICIES

Regent Policy Document 13-1: General Contract Authority, Approval, and Reporting.

UW-Madison Contractual Agreement
with Viewpoint Therapeutics

BUSINESS AND FINANCE COMMITTEE

Resolution:

That, upon the recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the Board of Regents approves the contractual Master Fee-For-Service Agreement between the Board of Regents of the University of Wisconsin System, doing business as UW-Madison, and Viewpoint Therapeutics for a five-year term.

UW-MADISON CONTRACTUAL AGREEMENT WITH VIEWPOINT THERAPEUTICS

EXECUTIVE SUMMARY

BACKGROUND

Regent Policy Document 13-1 requires any grant or contract with private profit-making organizations in excess of \$1,000,000 be presented to the Board of Regents for formal acceptance prior to execution.

REQUESTED ACTION

Adoption of Resolution I.2.e, approving the contractual agreement between the Board of Regents and Viewpoint Therapeutics.

DISCUSSION AND RECOMMENDATIONS

The School of Medicine and Public Health, with assistance from the Office of Research and Sponsored Programs at the University of Wisconsin-Madison, has negotiated a Master Fee-For-Service Agreement with Viewpoint Therapeutics. In consideration for providing the requested services, Viewpoint Therapeutics may pay the University in excess of \$1,000,000. The Master Agreement is anticipated to cover services from the date of signature of the agreement for a period of five (5) years. The services will be conducted in the department of Ophthalmology and Visual Sciences under the direction of Barbara A. Blodi.

The service is related to interpretation of ophthalmic (eye) images in clinical studies. Viewpoint Therapeutics specializes in treatments for cataracts and presbyopia (loss of elasticity of eye lens causing far-sightedness).

RELATED REGENT POLICIES

Regent Policy Document 13-1, General Contract Signature Authority, Approval, and Reporting

UW-Madison Contractual Agreement
with Foundation for Food and Agriculture Research
Inari Agriculture Inc., KWS SAAT SE,
and Syngenta Crop Protection, LLC

BUSINESS AND FINANCE COMMITTEE

Resolution:

That, upon the recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the Board of Regents approves the contractual research agreement between the Board of Regents of the University of Wisconsin System, doing business as UW-Madison, and the Foundation for Food and Agriculture Research, Inari Agriculture Inc., KWS SAAT SE, and Syngenta Crop Protection, LLC. This contract was effective December 31, 2018 for a period of three years.

**UW-MADISON CONTRACTUAL AGREEMENT
WITH FOUNDATION FOR FOOD AND AGRICULTURE RESEARCH, INARI
AGRICULTURE INC., KWS SAAT SE, AND SYNGENTA CROP PROTECTION, LLC**

EXECUTIVE SUMMARY

BACKGROUND

Regent Policy Document 13-1 requires any grant or contract with private profit-making organizations in excess of \$1,000,000 be presented to the Board of Regents for formal approval prior to execution.

REQUESTED ACTION

Adoption of Resolution I.2.f approving the contractual agreement between the Board of Regents and the Foundation for Food and Agriculture Research, Inari Agriculture Inc., KWS SAAT SE, and Syngenta Crop Protection, LLC.

DISCUSSION AND RECOMMENDATIONS

The College of Agriculture and Life Sciences, with assistance from the Office of Research and Sponsored Programs at the University of Wisconsin-Madison, has negotiated a Research Agreement with Foundation for Food and Agriculture Research, Inari Agriculture Inc., KWS SAAT SE, and Syngenta Crop Protection, LLC. In consideration for providing requested research, Foundation for Food and Agriculture Research will pay the University \$900,000, while Inari Agriculture Inc., KWS SAAT SE, and Syngenta Crop Protection, LLC, will each pay the University \$300,000. The Research Agreement will cover a research project ending on December 30, 2021. The research will be conducted in the College of Agriculture and Life Sciences under the direction of Professor Shawn Kaeppler.

The study focuses on tolerance to transient-water stress of maize at the flowering and grain-filling stage.

RELATED REGENT POLICIES

Regent Policy Document 13-1, General Contract Signature Authority, Approval, and Reporting

UNIVERSITY OF WISCONSIN SYSTEM TITLE & TOTAL COMPENSATION PROJECT UPDATE

EXECUTIVE SUMMARY

BACKGROUND

Effective July 1, 2015, Wis. Stat. [§ 36.115](#) authorized and directed the University of Wisconsin System (UW) to develop two distinct personnel systems: one for the University of Wisconsin-Madison and one for all other University of Wisconsin System institutions. They are separate and distinct from the personnel system outlined under [Chapter 230](#) of the Wisconsin Statutes (State Employment Relations). University of Wisconsin-Madison's new personnel system is HR Design. All other University of Wisconsin System institutions fall under University Personnel System (UPS).

The Title & Total Compensation Project (TTC) was a key recommendation from the UPS and HR Design implementation workgroups and was elevated as a priority by executives at both University of Wisconsin System Administration and University of Wisconsin-Madison. TTC aims to redesign and modernize the current title and total compensation structure with market-informed information, positioning all UW institutions to attract and retain the best talent. Initiated in spring 2017 with executive sponsorship provided by President Cross, Chancellor Blank, Vice President Cramer and Vice Chancellor Heller, the project is jointly managed by UW System and UW-Madison human resources' leadership with the guidance of a compensation consulting partner, Mercer Consulting. Project governance engages an Advisory Council, whose membership is comprised of the Systemwide joint governance body and supported by Project Teams at each institution led by Human Resources.

REQUESTED ACTION

This item is presented for information only.

DISCUSSION

Several project milestones have been accomplished since the last Board of Regents update in June 2018. Mercer engaged UW System employees in a Benefits Preferences Survey last December to understand employee preferences in benefits offerings. A Benefits Valuation Analysis comparing UW System's benefits structure against peers and comparators in the national and local labor markets is nearing completion. Market information related to job titles, job descriptions and compensation is also in process.

Data gathered in each of these steps will inform the development of a compensation philosophy for both UW System and UW-Madison and the modernized title and total compensation structure. Implementation of the new structure is scheduled to begin in early 2020.

RELATED REGENT POLICIES

[Regent Policy Document 20-21: University Personnel Systems](#)

[Regent Policy Document 6-3: Delegation of Authority to President for Personnel Actions](#)

[Regent Policy Document 6-6: Delegation to System President](#)

Review and Approval
of UW System
Information
Technology Status
Report on Large/Vital
Information
Technology Projects

BUSINESS AND FINANCE COMMITTEE

Resolution I.2.h.:

That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents approves: (1) the UW System Information Technology Status Report on Large/Vital Information Technology Projects dated June 1, 2019, which describes the implementation status of information technology projects Systemwide; and (2) UW System Administration's submittal of the report on the Board's behalf to the legislative Joint Committee on Information Policy and Technology, as required by s. 36.59(7), Wis. Stats.

UW SYSTEM INFORMATION TECHNOLOGY REPORT STATUS REPORT ON LARGE/VITAL INFORMATION TECHNOLOGY PROJECTS

EXECUTIVE SUMMARY

BACKGROUND

Section 36.59, Wis. Stats., requires that by no later than March 1 and September 1 of each year, the Board of Regents submit to the Joint Committee on Information Policy and Technology a report that documents each information technology project within the system with an actual or projected cost greater than \$1,000,000 or that the board has identified as a large, high-risk information technology project.

Regent Policy Document 25-4 implements the requirements of s. 36.59, Wis. Stats., which coordinates information technology strategic planning across the UW System, and specifies management and reporting requirements related to large or high-risk information technology projects.

REQUESTED ACTION

Approval of Resolution I.2.h., approving submission of the required reports to the legislative Joint Committee on Information Policy and Technology.

DISCUSSION

Attached is a summary dashboard along with individual progress reports on the UW System's major information technology projects. There are nineteen (19) major projects to report.

	Institution	Project Name	Milestone since February BOR Meeting
1	UW-Madison	Canvas Implementation	
2	UW-Madison	Cisco WebEx Meetings and WebEx Teams	Completed
3	UW-Madison	ERP Database Environment Refresh	Initiated
4	UW-Madison	Facilities Planning and Management Work Order System	
5	UW-Madison	Interoperability Transformation Initiative	Initiated
6	UW-Madison	Multi-Factor Authentication	
7	UW-Madison	Research Storage Initiative	Initiated
8	UW-Madison	Student Information System Upgrade	
9	UW-Madison	VoIP Conversion	Completed
10	UW-System	Budget Planning and Forecasting System	
11	UW-System	Core Information Security Infrastructure	
12	UW-System	Digital Learning Environment Installation	
13	UW-System	Electronic Admissions Application Upgrade	Initiated

14	UW-System	Replacement of Interactive Reporting Tool (UWBI)	Completed
15	UW-System	Restructuring Student Information Systems Migration	
16	UW-System	Seamless Transfer Solution	Initiated
17	UW-System	Shared Financial and HR System Preplanning	
18	UW-System	UW Student Success Collaborative	
19	UW-System	VOIP UW Colleges Extension / UWSA	Completed

The attached dashboard contains one (1) project that is on track and significantly under budget:

- UW System's Digital Learning Environment (DLE) project is \$1 million (15%) under budget due to a combination of factors such as negotiating lower software discounts and reducing the need for external professional services.

The attached dashboard contains four (4) projects that have been fully completed since the February 2019 Board of Regents meeting:

- UW-Madison completed its implementation of Cisco WebEx Meetings and WebEx Teams, which enhances the ability for faculty, staff, and student workers to collaborate on digital documents and digital communications.
- UW-Madison completed its conversion from legacy analog telephone systems to a digital Voice Over IP (VOIP) solution.
- UW System completed its replacement of a legacy interactive reporting tool to a solution that can comply with security requirements and access control.
- UW System completed its conversion from legacy analog telephone systems to a digital Voice Over IP (VOIP) solution for UW System Administration and UW Colleges/Extension.

The dashboard contains five (5) new projects that were initiated since the February 2019 Board of Regents meeting:

- UW-Madison initiated a replacement for the database environment that supports the existing shared financial system, shared human resources system, and UW-Madison student information system. The existing environment will reach its end-of-life before the transition to the cloud-based solution, thus requiring a full lifecycle refresh.
- UW-Madison initiated an Interoperability Transformation Initiative designed to modernize the means by which users access data within the campus and how these underlying systems are integrated. IT leadership expects this project will establish a new architecture that will be more sustainable and scalable in the future.
- UW-Madison initiated a Research Storage Initiative to provide researchers scalable, cost-effective access to data storage that meets cybersecurity and compliance requirements.
- The UW System initiated an upgrade to the Electronic Admissions Application (eApp), which is designed to simplify the admissions process for applicants and establish an underlying platform that is more sustainable and scalable. While the project is estimated

to cost less than the \$1 million threshold, it is considered vital to the UW System due to its significant impact on the admissions process.

- The UW System initiated a Seamless Transfer Solution to facilitate easier movement of students between Wisconsin Technical Colleges, the College of Menomonee Nation, Lac Courte Oreilles Ojibwa Community College, and the UW System.

The dashboards indicate that all pre-existing projects are on time and on budget except for the following six (6) observations:

- UW-Madison's Facilities Planning and Management Work Order System is experiencing slower than expected progress developing interfaces with other systems along with slower than anticipated acceptance of new functional processes. Management is aware of the issues and has established contingency plans and a change management program.
- UW-Madison's Student Information System Upgrade is still on schedule to move into production between June 28 and July 8, 2019. However, the documents show a "yellow" status to account for issues that often surface toward the end of such large and complex projects.
- The UW System's implementation of Core Information Security Infrastructure deployment has been extended from June 2019 to December 2019 due to institutional capacity and resource availability.
- The UW System's Restructuring SIS Migration is generally on-time and within budget. The "yellow" status indicates a slippage of 11 days to accommodate a variety of timing and process considerations across the institutions. The project's appearance on this list is a formality and not an indication of real delay.
- The UW System's Shared Financial and HR System Preplanning has been extended by five (5) months to accommodate the need to run sequential RFPs (instead of parallel RFPs). This change was made based on information the team learned on site visits to other universities and direct experience from the consulting partner helping to establish the procurement strategy. While this change is a delay from the original plan, the project team is taking a wise approach to delay now to ensure a solid foundation for a complicated project.
- The UW System's Student Success Collaborative is experiencing a six (6) month delay in rolling out phase 1 to all institutions. The project team is optimistic this slippage will not affect the end date of the full project (phase 3); however, the "yellow" indicator means progress will be watched carefully.

The individual project dashboards attached provide additional information and details on the status of each of these major projects.

RELATED REGENT POLICIES

Regent Policy Document 25-4: Strategic Planning and Large or High-Risk Projects

DASHBOARD

LARGE/VITAL INFORMATION TECHNOLOGY PROJECTS

	Milestone Since Last BOR Meeting	Institution	Project Name	Start Date	Scoped End Date	Revised Scoped End Date	Original Scoped Project Budget	Revised Scoped Project Budget	Schedule Status	Scope Status	Budget Status	Other Issues	Notes
1		UW-Madison	Canvas Implementation	Summer 2016	Summer 2018	June 2019	\$ 3,719,000	\$ 4,490,000					Project is 99% complete with remaining 1% of courses unable to move due to feature constraints, which are being addressed by vendor. The project is now on track to complete by the revised end date and within the revised budget.
2	Completed	UW-Madison	Cisco WebEx Meetings and WebEx Teams	July 2018	January 2019		\$ 1,135,390						Completed on time and within original budget.
3	Initiated	UW-Madison	ERP Database Environment Refresh	April 2019	July 2020		\$ 1,114,000						Required periodic refresh of database technology that supports the ERP systems across the UW System.
4		UW-Madison	Facilities Planning and Management Work Order System	August 2018	January 2021		\$ 4,655,000						The project is experiencing slow progress on developing interfaces to other systems along with slow acceptance of new functional processes. Management is aware of the issues and has established contingency plans and initiated a change management program.
5	Initiated	UW-Madison	Interoperability Transformation Initiative	TBD	TBD		TBD						New project to modernize the means by which users connect to campus enterprise systems and how those systems are integrated together. The project is still estimating schedule and budget, but it is expected that it will exceed the \$1M threshold.
6		UW-Madison	Multi-Factor Authentication	March 2018	June 2019	December 2019	\$ 2,169,000	\$ 1,983,000					After scope revisions in October 2018, the project is now on track to complete within revised time frame and currently tracking to be completed for less than the original budget.
7	Initiated	UW-Madison	Research Storage Initiative	TBD	TBD		TBD						New project to provide campus researchers access to cost-effective, secure data storage to meet cybersecurity and compliance objectives. The project is still estimating schedule and budget, but it is expected that it will exceed the \$1M threshold.
8		UW-Madison	Student Information System Upgrade	June 2018	July 2019		\$ 3,524,556	\$ 3,429,258					On time and currently under budget. The project is experiencing risk around staffing and testing, but are still hopeful to make the planned cut-over date.
9	Completed	UW-Madison	VoIP Conversion	September 2016	December 2018	June 2019	\$ 6,539,000	\$ 6,651,165					Project is now complete after delays encountered by both vendor and IT staff availability. However, the team was able to complete the work on time after the initial schedule revision.
10		UW System	Budget Planning and Forecasting System	July 2016	December 2021		\$ 8,150,000						Phase 1 completed on time and within budget. Phase 2 planning has begun, which will be focused on estimating actual expenditures and PR balance reporting.
11		UW System	Core Information Security Infrastructure	October 2018	June 2019	December 2019	\$ 8,600,000						Implementation of core security products to enhance the confidentiality, integrity and availability of institutional data, information and information technology resources. Due to institutional capacity and resource availability, project end date was extended to December 2019.
12		UW System	Digital Learning Environment Installation	July 2017	June 2020		\$ 7,228,174	\$ 6,258,230					On time and under budget. Cost savings have been realized through vendor negotiations, utilization of standard integrations, and reduction in contingency funds.
13	Initiated	UW System	Electronic Admissions Application Upgrade	February 2019	August 2020		\$ 640,000						A project to redesign the eApp to make it more user friendly and remove significant barriers to applicants. The redesign will also establish a modern platform that is more sustainable and extensible.
14	Completed	UW System	Replacement of Interactive Reporting Tool (UWBI)	January 2016	December 2018	February 2019	\$ 4,494,789						Completed within budget with minor 2-month delay to give campuses additional time to migrate legacy reports.
15		UW System	Restructuring Student Information Systems Migration	May 2018	September 2019	October 2019	\$ 6,187,404						On time and within predicted budget. The yellow schedule designation represents an 11 day slippage to accommodate a variety of timing and process considerations across the campuses.

DASHBOARD
LARGE/VITAL INFORMATION TECHNOLOGY PROJECTS

	Milestone Since Last BOR Meeting	Institution	Project Name	Start Date	Scoped End Date	Revised Scoped End Date	Original Scoped Project Budget	Revised Scoped Project Budget	Schedule Status	Scope Status	Budget Status	Other Issues	Notes
16	Initiated	UW System	Seamless Transfer Solution	June 2019	March 2020		\$ 751,000						A project to replace the existing Transfer Information System (TIS) with a more robust and user friendly solution while continuing to meet the statutory requirement to provide a computer-based tool to facilitate transfer between Wisconsin Technical Colleges, the College of Menominee Nation, Lac Courte Oreilles Ojibwa Community College, and the UW System.
17		UW System	Shared Financial and HR System Preplanning	January 2019	December 2019	May 2020	\$ 3,230,000						A planning project to include detailed project governance, visioning, and change planning to establish the foundation for the future implementation project. Timeline extended by 5 months to accommodate sequential RFPs instead of parallel RFPs, which was done on advice from consulting partners.
18		UW System	UW Student Success Collaborative	January 2019	November 2020		\$ 10,700,000						A strategic communication and analytics tool for use by advisers, faculty, staff, and students to help institutions provide timely, targeted, data-based interventions and proactive student support. Technical issue have delayed Phase 1 by 6 months, but have currently not impacted the anticipated end of the full project (Phase 3).
19	Completed	UW System	VOIP UW Colleges Extension / UWSA	December 2016	July 2018	June 2019	\$ 2,719,598						Project tasks are now complete. Encountered unexpected delays due to difficulty porting phone numbers used for public safety and contractor availability, but completed within the revised schedule and within the original budget.

Total Scoped Budget \$ 75,188,834

Project: UW-Madison Canvas Transition Final Phase

Description:

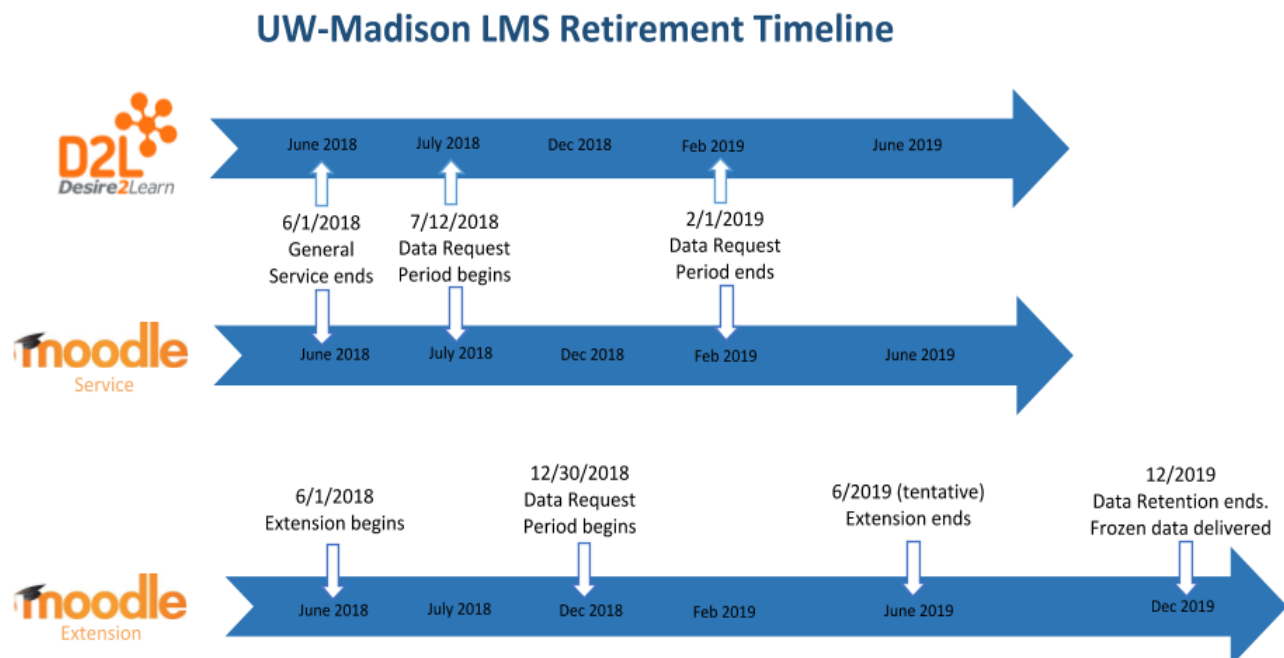
UW-Madison is on track to complete a transition to the Canvas learning management system (LMS) by adopting Canvas as the single, centrally supported LMS. 99% of all courses have been migrated from Desire2Learn (D2L) and Moodle over the course of 2017 and 2018. University use of Desire2Learn (D2L) has been discontinued and Moodle support will conclude by the end of FY19 with the successful completion and migration of the remaining 1% of courses.

Project Scope:

- All UW-Madison credit and non-credit course offerings are in scope.
- All other UW-System campus credit and non-credit courses are out of scope.
- Per the Information Technology Committee (ITC) resolution, the university needed to establish equitable functionality for two identified functional gap areas specific to a few courses: Content Authoring (complete and transitioning to Operations) and Quizzing (in progress).

Project Schedule:

The original and revised timelines to retire Moodle are shown below. Moodle has been retired for 99% of the university, while migration of the remaining 1% of courses which are dependent on advanced quizzing functionality are underway and should be completed by the end of June 30, 2019.



(Note: The “extension” refers to the extension of the Moodle service for the limited number of courses that need advanced quizzing functionality.)

Project Budget:

Project budget includes licensing of software, implementation costs, training, and establishment of a support/help desk capability.

FY18	\$2,587,000
FY19	\$1,903,000
FY20	No additional funding needed
FY21	Project Complete
FY22	Project Complete

Total 5-year projection: \$4,490,000

Source of Funds: Central Campus Funding

Viewing the Project Dashboard - (See Appendix 1 for definitions):

How to use the Dashboard: Determine the status for each of the categories below based on the criteria identified on the right and on the back of this page. Insert an X in the column that best describes the status of the category or color/shade the appropriate status box. If a category has a status of Yellow or Red , describe the problem/issue and what actions will be taken to correct the problem/issue.		STATUS COLOR INDICATORS
	Green	On target as planned
	Yellow	Encountering issues
	Red	Problems

UW-Madison Canvas Transition Final Phase Project Status Dashboard:	Green	Yellow	Red
<u>Schedule Status:</u>	X		
<u>Scope Status:</u>	X		
<u>Budget Status:</u>	X		
<u>Other Issues (Staffing, Risks, etc.):</u>	X		

A note on Schedule Status: On March 31st, the team arrived at a point where it was communicated that the Atomic Assessment tool will meet the functional gap needs of campus, and has the raw data for the target courses moved into the new tool. While one last round of accelerated development is underway with Atomic Jolt to finish critical functionality, development is going well and will be finished by 5/31/19. The project is also still on track to turn off the active Moodle service in June.

Status

	Status
Governance structure	Complete
Project Charter	Approved
Communication Plan	Complete – in progress
Project Plan	Complete
Project Budget	Addressed for Moodle Extension
Quality Assurance Plan	Progress being tracked

UW System Major IT Project Status Report 4/26/19 - Project Complete

Project: UW-Madison Cisco Webex Meetings and Webex Teams

Description: UW-Madison purchased Cisco Webex Meetings and Webex Teams as a change of scope to the Cisco VoIP migration from AT&T Centrex services, and it was determined at that time to become a separate companion project. Cisco Webex Meetings and Webex Teams adds modern capabilities of on-demand collaboration, online meeting, web conferencing and video conferencing to the transition from its longstanding voice (telephone) services technology (known as Centrex) to Cisco VoIP.

This initiative supports the campus 2015-2019 Strategic Framework (<https://chancellor.wisc.edu/strategicplan2/index.html>) in the major area of *Resource Stewardship*. The project specifically addresses a major goal articulated in the framework: "Transform library structures and technologies to best support research and learning, and to attain campus efficiencies."

Project Scope:

- Implement Cisco Unified Communications (Webex Meetings and Webex Teams) solution for faculty, staff, and student employees.
- This was added as a companion project to the Cisco VoIP migration from AT&T Centrex services.

Project Schedule:

- In January 2019, Webex Meetings and Webex Teams was deployed to all active faculty, staff, and student employees.

Project Budget:

Note: The following numbers do not include operational costs.

Initially Scoped Phase 1 lines

Items	FY18	FY19	FY20	Total
Webex License, Equipment and Consulting	\$937,390	\$125,000	\$73,000	\$1,135,390

Source of Funds:

The project cost is funded by savings from Centrex charges currently paid by units and divisions. Internal labor needed to implement Webex Meetings and Webex Teams is part of DoIT's (Division of Information Technology) telephony services operating budget.

Project Dashboard: (See Appendix 1 for dashboard definitions):

Project Status Dashboard – with the added Unified Communications Scope:	Green	Yellow	Red
<u>Schedule Status:</u>	X		
<u>Scope Status:</u>	X		
<u>Budget Status:</u>	X		
<u>Other Issues (Staffing, Risks, etc.):</u>	X		

UW System Major IT Project Status Report

Project: UW-Madison ERP (HRS/SFS/SIS) Database Environment Refresh

Description:

The project is a maintenance activity to refresh an aging technology that supports multiple instances of PeopleSoft ERP systems.

All ERP (HRS/SFS/SIS) data is stored on a vendor-engineered solution (Oracle Exadata) that combines software, storage, processing, and networking in a rack.

Vendor support for the current technology platform expires on 7/31/2020. The current platform does not have the capacity to meet the growing storage requirements for the ERP systems and does not include the required security features we need that are available in newer products.

We will continue to use the Exadata technology platform but will upgrade to a current model that is three generations newer. Furthermore, instead of purchasing a capital asset to maintain, we will switch to a subscription model with a four-year contract term. The subscription-based platform is Oracle's Exadata Cloud at Customer that provides many of the advanced management features of Oracle's cloud product and allows us to install the system in secure data centers that we control.

In addition to improved security features, we will implement redundancy in the environment to recover more quickly from significant system failures.

Project Scope:

- Install Oracle Exadata Cloud-at Customer in two data centers (one UW owned and one off-campus contracted data center.)
- Migrate all Oracle databases from the current to the new platform.
- Configure new management software to support security requirements.
- Configure high availability and disaster recovery for the databases in the new environment.
- Decommission the old system and properly dispose.

Project Schedule:

Purchase of the four-year subscription for Oracle Exadata Cloud at Customer was complete on April 29, 2019. Hardware will be delivery in June 2019.

Installation of new environment, migration of all databases to Exadata Cloud at Customer and decommissioning of the old platform to be complete by July 2020.

Project Budget:

Project Budget includes service licensing and vendor services.

FY20 \$1,114,000

The project budget does not include costs for current employee labor working with Oracle to complete the installation and configuration.

Source of Funds:

Funding for the project is through the annual operating support budget for the overall portfolio of services that use the current platform.

Project Dashboard: (See Appendix 1 for dashboard definitions):

Project Status Dashboard:	Green	Yellow	Red
<u>Schedule Status:</u>	X		
<u>Scope Status:</u>	X		
<u>Budget Status:</u>	X		
<u>Other Issues (Staffing, Risks, etc.):</u>	X		

Status of Planning and Documentation:

	Status
Governance structure	Complete
Project Charter	Complete
Communication Plan	Complete
Project Plan	Complete
Project Budget	Complete
Quality Assurance Plan	Complete

UW System Major IT Project Status Report 06/03/2019

Project: UW-Madison Facilities Planning & Management Work Order System

Description:

Facilities Planning and Management's (FP&M) current computerized maintenance management system (CMMS) which manages campuswide work orders, is outdated and can no longer be supported. This IT project request is to support the implementation of the CMMS system and to implement a project management system for campus renovation projects and capital planning and development. FP&M conducted an RFP process and a vendor selection was completed in June 2018.

Other campus units have similar systems in place. Housing uses TMA Systems, a vendor that responded to the FP&M RFP but is not a finalist. Athletics uses a homegrown system. FP&M initially attempted to purchase Wizard Software or TMA Systems under existing state contracts but was advised by campus Purchasing Services that an RFP was required.

AiM software by Assetworks was the selected solution and the software licenses were purchased. The software will be deployed as a cloud-based system hosted by the vendor, Assetworks.

Project Scope:

Scope of the implemented system is the Madison campus. Facilities Planning & Management personnel, building managers, and Departmental staff engaged in requesting and receiving facilities work will be impacted. The purpose of the new system is twofold:

- Manage work orders
- Manage FP&M projects

The project management system is expected to support solution design, estimation, competitive bidding, managing external contractors, work checkpoints, and stakeholder communication. The Intake proposal to governance indicates 10,000 or more people will be affected, including "faculty, instructors, department staff, and divisional staff." It is anticipated that people in these roles will be able to submit work requests (tickets) and monitor ticket status. Those with additional authorization, such as building managers, will be able to run reports from the work order system.

Note that the initial implementation will be limited to FP&M functions related to work orders and project management. The initial implementation will not support campus units interested in using the work order system for non-facility purposes.

Project Schedule:

The project is planned for a phased rollout with work management and project management functionality implemented as part of Phase 1. Subsequent phases include additional related functionality. The timing and content of the phases is shown below.

Updated February 4, 2019

	2018					2019												2020												
	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1
Phase 1																														
Phase 2																														
Phase 3																														
Phase 4																														
Cont Imp																														

Phase 1	Phase 2	Phase 3	Phase 4	Continuous Improvement
<ul style="list-style-type: none"> • Work Management • Accounts Payable • AiMport • Bid Management • Capital Projects • Contract Administration • Customer Service • Finance • Human Resources • AiM IQ • Inventory • Property • Purchasing • Time and Attendance • System Administration • ReADY Request • Mobile Suite 	<ul style="list-style-type: none"> • Planning and Needs Analysis • Environmental Health and Safety 	<ul style="list-style-type: none"> • Key & Access Control • Energy Management 	<ul style="list-style-type: none"> • Space Management • Lease Management 	<ul style="list-style-type: none"> • Enhanced Functionality

Project Budget:

Vendor selection and procurement was completed in FY 2018. Implementation plans are majority complete with a phased approach through December 2020. Budgeted costs per fiscal year are shown below.

	FY18	FY19	FY20	FY21	FY22
Assetworks software and maintenance	\$ 1,294K	\$ 355K	\$ 367K	\$ 381K	\$ 395K
Additional Personnel ¹		\$ 220K	\$ 388K	\$ 388K	\$ 220K
Assetworks Professional ² Services		\$ 761K	\$ 500K	\$ 300K	
DoIT Professional Services ³		\$ 50K ⁶			
New Mobile devices (iPad) ⁴ Wifi with protection case		\$ 171K	\$ 6K	\$ 6K	\$ 171K
AIMS savings ⁵		\$ 0	\$ (100K)	\$ (100K)	\$ (100K)
FME savings ⁵		\$ 0	\$ (156K)	\$ (156K)	\$ (156K)
Savings from consolidation ⁵ of small systems		\$ 0	\$ (150K)	\$ (150K)	\$ (150K)
Yearly Totals	\$ 1.294M	\$1.557M	\$805K	\$619K	\$ 380K

GRAND TOTAL \$4.655M

Differences from original proposed amounts:

1. FY19-FY20 Delay in hiring permanent positions
2. FY19 Assetworks professional services added for interface development
3. FY19 DoIT professional services to assist with interface development (cost unconfirmed)
4. FY22, added costs of new iPads after 3 years vs. 5, based on best practices.
5. Savings from AIMS and other systems shifted from starting in FY19 to starting in FY20, after implementation.
6. Unconfirmed estimated cost

UW System Major IT Project Status Report

Project: UW-Madison Interoperability Transformation Initiative

Description:

The Interoperability Transformation Initiative aims to modernize the ways we connect and manage our digital infrastructure and services, and to do so at pace and at scale. This transformation effort will enable us to access, exchange, and cooperatively use information across our complex organization to ensure that learners, faculty, staff, and community members are able to easily and securely use the systems and tools they need. By harnessing our data and infrastructure, we will enable more personalized experiences, appropriate security and privacy controls, and better ensure that information is accurate and up-to-date across the ecosystem.

In order to accomplish this transformation, this program will address both foundational and infrastructural needs, emphasizing integration of operational data with authorized consuming systems (e.g. ERPs). Foundational needs focus on putting in place services, systems, decision making, and communications to sustain and evolve the effort in the long run. Infrastructural needs focus on the technology necessary to enable a solid interoperability framework.

Project Scope:

- 1) Program
 - a) Interoperability Service Design and Practice - Adopt service design principles and practices to ensure that teams working on designing, building, supporting, and delivering interoperability projects work closely together to accurately understand the needs of constituents, design end-to-end solutions, and continue to evolve interoperability services.
 - b) Organizational Change Management - The Interoperability Transformation Initiative will fundamentally change the way campus accesses, shares, and works with systems and data.
 - c) Interoperability Service Management - Develop an Interoperability Service Management framework that will allow us to effectively make decisions about service lifecycle, create capacity to do interoperability projects, and engage campus.
- 2) Interoperability Framework - To enable the delivery of the recommended Interoperability Transformation Initiative outcomes and provide user-facing services and underlying infrastructure
 - a) Domain Driven Design and Enterprise Business Objects (EBOs)
 - i) Define business domains.
 - ii) Define enterprise business objects (EBOs) within business domains.
 - iii) Transform data from authoritative systems into the EBO representation for each business domain.
- 3) End-User Facing
 - a) Create both self-service and guided experiences for campus to easily integrate data.

- b) Shift to an “identity first” and personalized approach, creating a digital profile with the UW that can be enriched with institutional roles, information, and preferences (e.g. preferred name) that evolves as people navigate our ecosystem over time.
 - c) Improve login experience to enable multimodal access methods and incorporate appropriate secure access methods.
- 4) Integration Platform
 - a) Implement an integration platform that enables the expression of domain data using common standards and modern integration patterns and that enables the secure control of institutional data flow.
 - b) Incorporate a developer portal into the integration platform that enables campus users to understand data models, test, and request production access to services enabled by the integration platform.
- 5) Identity and Access Management
 - a) Modernize our Identity and Access platform.
 - b) Create and curate institutional role definitions to enable role-based provisioning.
 - c) Develop a resource catalogue of institutional and departmental resources.
- 6) Administrative Transformation Program (ATP)
 - a) Coordinate with the ATP project in order to enable existing integrations to current HR and financial ERP systems (HRS & SFS) to use systems resulting from the Interoperability Initiative and connect to new ERP systems.

Out of Scope

- 7) Transitioning existing university integrations to new platform. We will create the technical architecture to enable these new integrations to occur.
- 8) Transitioning existing UW System integrations to new ERP platform.
- 9) Defining and implementing an Analytics Program/Strategy at UW-Madison.
- 10) Data governance.
- 11) Defining or implementing a UW-Madison Master Data strategy

Project Schedule:

To be determined. Estimated date of completion June 2022.

Project Budget:

To be determined.

Source of Funds:

Funding for the project is through the annual operating support budget for the overall portfolio of services that use the current platform, as well as incremental university funding specifically for this project.

Project Dashboard:

Project Status Dashboard:	Green	Yellow	Red
<u>Schedule Status:</u>	X		
<u>Scope Status:</u>	X		
<u>Budget Status:</u>	X		
<u>Other Issues (Staffing, Risks, etc.):</u>	X		

Status of Planning and Documentation:

	Status
Governance structure	In development
Project Charter	In development
Communication Plan	In development
Project Plan	In development
Project Budget	In development
Quality Assurance Plan	In development

UW System Major IT Project Status Report as of 06/01/2019

Project: UW-Madison Campus Multi-Factor Authentication (MFA)

Description:

UW-Madison will implement multi-factor authentication (MFA) at the campus login level for all faculty, staff, and students. Systems in which restricted or sensitive data exists and is accessible, which do not use campus login, will be addressed simultaneously and in an ongoing fashion.

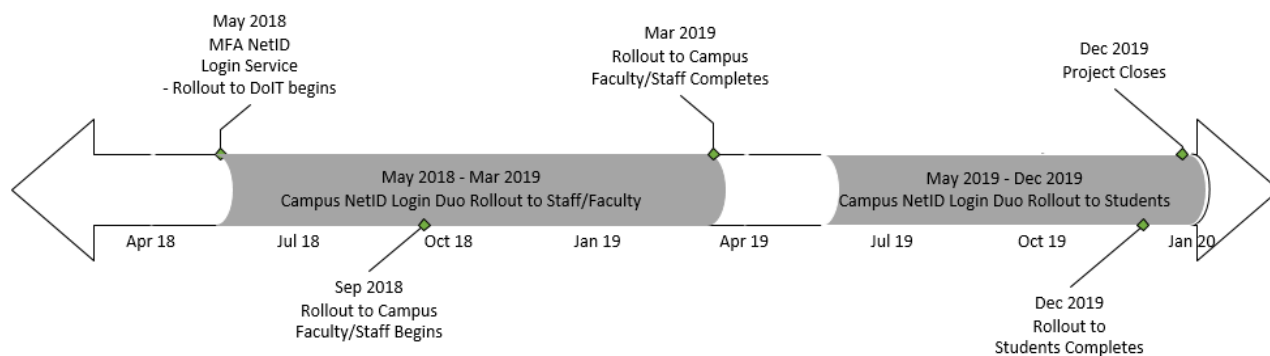
This project supports the UW System Security Policy and the related “Two Year Work Plan,” and is required by UW System. UW System had previously determined and procured Duo as the technology solution for MFA. We will be implementing Duo.

Project Scope:

The MFA rollout initially covered all applicable staff and faculty with a completion date of March 2019. A change request approved 10/3/2018 (see Appendix 2) expanded coverage to the student population (taking for-credit classes only) and extended the project to the end of calendar year 2019.

Project Schedule: (see Appendix 2 for approved extension)

- 100% of faculty/staff covered with MFA
 - 93.7% (22,497) actively enrolled
 - 6.3% (1,515) will be prompted to enroll on next NetID login.
- Campus stakeholder engagement and planning currently underway for student MFA rollout.



Project Budget: (see Appendix 2 for approved increase)

The following represents the current project budget and decisions that impacted that budget. This includes Duo licensing and project labor costs for FY19 and FY20. The estimates do not include ongoing operational costs.

Note	Cost of decision implementation	Project budget after key decisions
Estimate for original budget	--	\$1,349,000
4/5/18 - Sponsor Decision - Campus "one-time" token purchase for faculty and staff. Ongoing costs to be the responsibility of departments.	\$820,000 (est.)	\$2,169,000
10/3/18 - Sponsor Decision - Students to be included in campus rollout.	\$234,000 (licensing)	\$2,403,000
4/25/19 - Token cost estimate adjustment based on actual token distribution and a new, less expensive token vendor.	\$400,00 (est.)	\$1,983,000

Item	FY19	FY20	Total
Duo - Faculty/Staff Licenses	\$ 227,500	\$ 227,500	\$ 455,000
Duo - Student Licenses	\$ 78,000	\$ 156,000	\$ 234,000
Duo - Telephony Credits	\$ -	\$ 2,000	\$ 2,000
Duo - Tokens	\$ 200,000	\$ 200,000	\$ 400,000
Proofing Licensing	\$ 48,500	\$ 43,500	\$ 92,000
Total	\$ 554,000	\$ 629,000	\$ 1,183,000
Labor	\$ 633,000	\$ 167,000	\$ 800,000
Total	\$ 1,187,000	\$ 796,000	\$ 1,983,000

Source of Funds: Central Campus Funding Request

Project Dashboard: (See Appendix 1 for dashboard definitions):

<p>Determine the status for each of the categories below based on the criteria identified on the right and on the back of this page.</p> <p>Insert an X in the column that best describes the status of the category or color/shade the appropriate status box.</p> <p>If a category has a status of Yellow or Red, describe the problem/issue and what actions will be taken to correct the problem/issue.</p>		STATUS COLOR INDICATORS
	Green	On target as planned
	Yellow	Encountering issues
	Red	Problems

Project Status Dashboard:	Green	Yellow	Red
<u>Schedule Status:</u>	X		
<u>Scope Status:</u>	X		
<u>Budget Status:</u>	X		
<u>Other Issues (Staffing, Risks, etc.):</u>	X		

Status

	Status
Governance structure	Complete
Project Charter	Approved
Communication Plan	Complete
Project Plan	In development
Project Budget	Approved.
Quality Assurance Plan	Progress being tracked.

Appendix 2: Change Request 10/3/2018

MFA/Duo Implementation Project Change Request

Rev. 1.1, 08/01/18

MFA/Duo Implementation Project Change Request			
Requested by*	Patrick Hare	Organization*	CIO Office/IT Center of Excellence/Project Management Office
Submitted by*	Patrick Hare	Date Requested*	09/14/2018
Evaluated by	Melissa Tran/Stefan Wahe	Date Evaluated	
Decided by		Date Decided	10/3/2018

Change Request Identification

Change Request #	MFA-001
(To be filled in by PM)	
Change Title*	Add Students to MFA Rollout/Identity Proofing Enhancement/Provide Initial Tokens for Staff/Faculty

Change Request Details

Description*	In addition to rolling out multi-factor authentication (MFA) to faculty and staff, it's been determined that we should also roll out MFA to students (as defined by the Division of Enrollment Management (link)). Additionally, we need to supplement our current manual identity proofing process to allow for a more enhanced validation of the user during a remote identity proofing or during the acquisition of a temporary passcode. Finally, a decision was made to provide an initial token to staff and faculty who request one.
Justification*	Guidance from the Higher Learning Commission (HLC) in regards to federal regulations (see HLC's Federal Compliance Overview effective 09/01/2018) require us to assure student identity, especially for log in to the Learning Management System, at the same level as what would use for other secure systems (e.g. access to accounts or personnel records). Additionally, student security could be an area reviewed during our annual accreditation process. Certain applications due to their access to restricted and sensitive data require a higher level of authentication (see NIST 800-63-3 for Identity Assurance Level (IAL) 2). Adding the remote identity proofing process allows for individuals that don't reside within the Madison area to validate their identity without needing to come on campus. This is important for HRS/SFS applications as well as other applications that could be identified as needing users to be at IAL2. Staff and faculty may not possess a smart device or desire to use their personal smart device for work purposes. For these individuals, the VCFA has determined that the campus will fund the initial token. Any cost for future tokens will be the responsibility of the school/college/division or individual.
Cause*	Compliance with federal regulations.
Priority*	High

Evaluation

Scope	<ul style="list-style-type: none"> Add students to MFA-Duo rollout. Add Identity Proofing process for IAL2 applications. Provide tokens to faculty/staff who request one.
Schedule	<ul style="list-style-type: none"> Preliminary approval was given to extend the roll out to staff and faculty through June 2019. With the addition of students, we will need to extend through December 2019, although we expect to roll out earlier to the end of that year. Identity Proofing process is expected to be available for HRS/SFS applications by the end of 2018. No impact on schedule due to tokens.
Cost	<p>Overall increase in campus ask for FY19 - FY23 of \$2.6M. Total ask of project is \$4M.</p> <p>Campus Details:</p> <ul style="list-style-type: none"> \$1.1M for increased Duo licenses and support. \$222K for Identity Proofing licensing. Note that this is a preliminary number based on the estimated number of remote identity proofing requests. \$400K for additional DoIT support (Help Desk, Middleware) for MFA. \$100K to \$820K for tokens - \$820K is the worst case scenario - but only covers faculty/staff. It does not include funding to purchase tokens for students.

MFA/Duo Implementation Project Change Request

Rev. 1.1, 08/01/18

Estimates - Increase to Campus Ask	FY19	FY20	FY21	FY22	FY23	Total
Increased Duo and Proofing Licenses & Due Support Funding	\$145,468	\$296,468	\$296,468	\$296,468	\$296,468	\$1,331,340
Increased Staffing	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
Token Provisioning	\$550,000	\$270,000				\$820,000
Total	\$692,135	\$666,801	\$396,468	\$396,468	\$396,468	\$2,551,340
After increase noted above:						
Total Estimates - Total Campus Ask for Project	FY19	FY20	FY21	FY22	FY23	Total
Total	\$982,135	\$959,801	\$686,468	\$686,468	\$686,468	\$4,001,340
Project costs not mentioned above that are covered by DoIT Budget and a rollover:						
<ul style="list-style-type: none"> Staffing (e.g. Project Manager, Communications, Middleware) costs are expected to increase by \$180K. FY19 increase is \$10K. FY20 increase is \$170K. Total for FY19 and FY20 is \$800K. 						
Quality	This helps to mitigate the overall cybersecurity risk to the campus.					
Risk	Tokens for students are not noted in the above costs. Decisions need to be made and another change request may be required. Also note that the Identity Proofing costs are preliminary based on the estimated number of remote identity proofing requests.					
Project management	There will need to be a separate rollout for students not already covered by the rollout to employees. This will require creating change management and communications plans specifically for the students.					

Decision/Rationale:

- ☒ Approved
☐ Denied
☐ Place on Hold

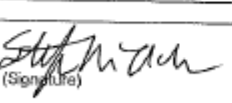
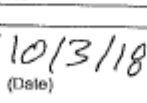
Change Request Decision Signatures


 (Signature)
 
 (Date) 10/2/18

Patrick Hare
 Project Manager
 DoIT/AD/PMO


 (Signature)
 
 (Date) 10/3/18

Tom Jordan
 Technical Architect
 Identity and Access Management Services


 (Signature)
 
 (Date) 10/3/18

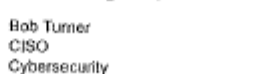

Stefan Wahe
 Associate CISO
 Cybersecurity


 (Signature)
 
 (Date) 10/3/18

Melissa Tran
 Director
 EIS


 (Signature)
 
 (Date) 10/3/2018

Lois Brooks
 CIO & Vice Provost for IT


 (Signature)
 
 (Date) 10/3/18

Bob Turner
 CISO
 Cybersecurity

* - Required for submitter to fill in

UW System Major IT Project Status Report

Project: UW-Madison Research Storage Initiative

Description:

A request to support research cyberinfrastructure was brought forward in the faculty-developed “Proposal for a Research Data and Computing Office within the Office of the Vice Chancellor for Research and Graduate Education”. The priority request is to provide affordable storage for researchers that includes secure environments that meet compliance requirements and the necessary support, training, and onboarding for researchers.

Project Scope:

- 1) Commencing Summer 2019: Baseline research data storage
- 2) Commencing Fall 2019: determination of whether scope will include storage for Personal Health Information and Controlled Unclassified Information

Project Schedule:

To be determined. Estimated date of completion: June 2020.

Project Budget:

To be determined.

Source of Funds:

Funding for the project is through the annual operating support budget for the overall portfolio of services that use the current platform, as well as incremental university funding specifically for this project.

Project Dashboard:

Project Status Dashboard:	Green	Yellow	Red
<u>Schedule Status:</u>	X		
<u>Scope Status:</u>	X		
<u>Budget Status:</u>	X		
<u>Other Issues (Staffing, Risks, etc.):</u>	X		

Status of Planning and Documentation:

	Status
Governance structure	In development
Project Charter	In development
Communication Plan	In development
Project Plan	In development
Project Budget	In development
Quality Assurance Plan	In development

UW System Major IT Project Status Report 06/02/19

Project: UW-Madison Campus Solutions v9.2 (SIS) Upgrade

Description:

The PeopleSoft Campus Solutions 9.2 (SIS) Upgrade project will accomplish three objectives: (1) upgrade the current Student Information System (SIS) from Campus Solutions 9.0 to 9.2, (2) reduce the level of modifications to the current environment by replacing them with delivered functionality or removing modifications that no longer meet UW-Madison business needs, and (3) deploy value-added delivered functionality to improve end-user experience.

This project is part of the SIS Optimization Program, which is a multi-office and multi-division initiative in which UW-Madison strives to 'optimize' the current Student Information System by strategically implementing the most effective use of SIS functionality and resources. Careful and visionary planning, thorough and consistent analysis and sound technical development - leads to the goal of making impactful changes to SIS that ultimately provides a high-quality user experience while also maximizing campus resources.

To learn more about the upgrade – visit upgrade.sis.wisc.edu.

Project Scope:

This is a large IT project with campus-wide impacts. The upgrade will affect all students (credit), faculty/instructors, as well as department and divisional staff in multiple organizational units. The upgrade will also affect the public, such as functionality which relates to student admissions and transcripts for alumni, as examples. The upgrade has legal and compliance considerations since SIS is leveraged for several determinations such as financial aid, residency for tuition, NCAA athletic eligibility, veteran educational benefits, etc.

In partnership with Deloitte Consulting, who will provide project management, functional, technical and project hosting services, we plan to accomplish the following objectives:

- Technical upgrade
- Functional and Technical Design updates
- Reapplication of required modifications
- Elimination of modifications determined
- Replace customizations with delivered functionality
- Development of new, required modifications
- Production readiness – including user acceptance and usability testing
- Training Development Support
- Cut-over to production
- Stabilization
- Upgrade Hosting Environments

Project Indicators:

To view latest status reports, visit the upgrade website – [Status Reports](#).

Project Schedule:

The project is currently in the 'Test Move 3' Cycle. Cut-over occurs June 28 to July 8.

Full schedule details located at: <https://uwmadison.app.box.com/s/3fs3gzrn5fuybyza62wfwj41zd9stphf>

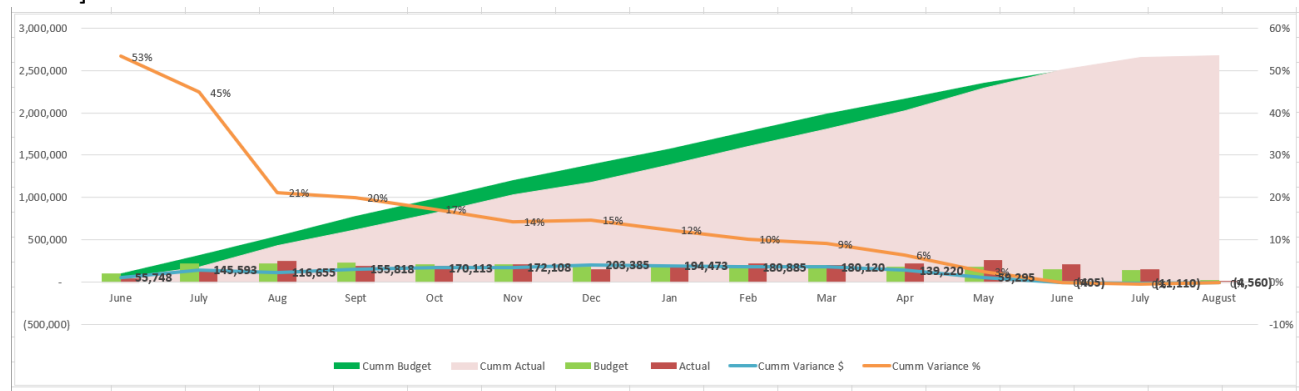
Project Budget:

Upgrade: In-Progress

Projected Initial Cost: \$2,668,556

Projected Revised Cost: \$2,669,920 (projected ~0% variance)

Actual Spend to Date: \$2,029,320 (6% cumulative variance) [thru April hours]



Project Hosting: In-Progress

Projected Initial Cost: \$856,000

Projected Revised Cost: \$759,338 (fixed cost)

Actual Spend to Date: \$651,260 (0% variance of to revised cost)

	Acutal Spend	Remaining Spend
Implementation Services (Setup/Design)	291,000	0
Hosting Support	360,260	108,078
Total	651,260	108,078

Source of Funds:

Central Funding Request: \$3,524,556 that supports the following projects, Functional Discovery, Upgrade Support and Project Hosting.

Project Dashboard:

Project Status Dashboard:	Green	Yellow	Red
<u>Schedule Status:</u>		X	
<u>Scope Status:</u>	X		
<u>Budget Status:</u>	X		
<u>Other Issues (Staffing, Risks, etc.):</u>		X	

Note: The yellow indicator will likely remain for the course of the project. There is no immediate concern regarding the planned cutover date. The current constraint is staffing levels and limited time to complete the required tasks. Go/No-Go decision occurs on June 20.

Status

	Status
Governance structure	Operational
Project Charter	Complete
Communication Plan	Operational
Project Plan	Complete
Project Budget	Approved
Quality Assurance Plan	Operational

UW System Major IT Project Status Report 06/18/19

Project: UW-Madison VoIP Transition

Description: UW-Madison is transitioning from its longstanding telephone service, known as Centrex, to a new Voice over Internet Protocol (VoIP) system. AT&T is in the process of retiring Centrex services and more updated and cost-effective technologies are now available.

After carefully considering vendor proposals, senior UW-Madison leadership selected the Cisco VoIP product. VoIP uses a combination of the campus network, the global internet system, and dedicated telephone company access to the Public Switched Telephone Network (PSTN) to place and receive local and long distance calls.

This initiative supports the campus 2015-2019 Strategic Framework (<https://chancellor.wisc.edu/strategicplan2/index.html>) in the major area of *Resource Stewardship*. The project specifically addresses a major goal articulated in the framework: "Transform library structures and technologies to best support research and learning, and to attain campus efficiencies."

Project Scope:

- Replace existing voice and voicemail services for most Centrex lines (out of scope: fax lines, elevator lines, credit card machine lines, blue light emergency lines, alarm lines, other security lines).

Project Schedule:

- Currently 18,033 voice lines have transitioned to VoIP and work on them is complete.
- We removed the lines dependent on new construction, remodeling and network infrastructure projects from the initial project scope and these lines will transition when the infrastructure is in place.
- Remaining lines related to the UW-Extension restructuring were not in the original scope, and will transition as part of the regular VoIP operations.

Project Budget:

Note: The following numbers do not include operational costs.

Initially Scoped Phase 1 lines

Budget Category	Budget Item	FY17 Actual	FY18 Actual	FY19 Budget	Total
Initially scoped lines	Complete transition	\$1,371,694	\$4,385,840	\$455,934	\$6,213,468
	Outstanding Phase 1 lines moved to Phase 2			\$437,697	\$437,697
Total		\$1,371,694	\$4,385,840	\$893,631	\$6,651,165

Source of Funds:

\$4,000,000 from a Cisco Foundation Grant. The remaining project cost will be funded by savings from Centrex charges currently paid by units and divisions. Internal labor needed to implement VoIP is part of DoIT's (Division of Information Technology) telephony services operating budget.

Project Dashboard:

Project Status Dashboard		Green	Yellow	Red
<u>Schedule Status:</u>	18,033 voice lines have transitioned to VoIP as of June 18, 2019.	X		
<u>Scope Status:</u>	Project is complete.	X		
<u>Budget Status:</u>		X		
<u>Other Issues (Staffing, Risks, etc.):</u>		X		

Status of Planning and Documentation:

	Status
Governance structure	In place.
Project Charter	Multiple sub-charters in place.
Communication Plan	In place.
Project Plan	In place.
Project Budget	Approved.
Quality Assurance Plan	Progress being tracked.

UW System Major IT Project Status Report

Project: **Budgeting, Planning and Forecasting System (BPFS)**

Description:

Annual budget preparation is an essential activity for University of Wisconsin institutions and UW System Administration. The operating budget reports planned expenditures based upon institutional strategic goals for all funding sources. Previously budget reporting was housed on a mainframe system. Excel-based tools were used to accumulate data and enter that data into the mainframe system, which required significant manual effort at the institutional level. The previous system did not contain detailed level non-salary expenditures nor did it contain analytical tools that facilitate short or long term strategic decisions based upon expenditures, revenues, and fund balances that could assist with long term rate setting, reporting, and strategic planning.

The UW System procured Oracle's Planning and Budgeting Cloud Solution (PBCS) in late May of 2017. Once fully implemented the system will facilitate informed decision-making and more efficient reporting throughout the UW System. Benefits of the new system include, but are not limited to:

- Centralized access/visibility to data from multiple sources,
- More efficient and effective annual budget and reporting processes,
- The capability to project, estimate actual revenues and expenditures, and monitor/manage fund balances to be incorporated into the budgeting process and for reporting purposes,
- Providing data in a meaningful and timely manner utilizing automated reports and templates allowing staff to focus their activities on analysis and identifying areas of interest in a pro-active way rather than taking weeks to accumulate, reconcile, and enter information from multiple sources into spreadsheets for analytical and reporting purposes,
- The ability to have multiple "what-if" versions to model different budget and planning assumptions.

Project Scope:

To provide an effective budgeting, planning and forecasting tool to UW institutions and the schools, colleges and administrative units within them, along with UW System Administration. PBCS will facilitate more efficient budgeting and analysis of financial data for short and long term strategic planning and analysis.

Three functional areas have been identified as the scope for this project:

- **Annual Budgeting:** A prospective one year operating financial plan prepared by each institution and presented to the Board of Regents. This will include outgoing expenses, incoming revenue, and rates established to achieve budgeted revenue where applicable.
- **Estimated Actuals:** An update of projected outgoing expenses, incoming revenue and fund balances for the current fiscal year ending June 30th.
- **Multi-year Forecasting/Strategic Financial Planning:** An update of outgoing expenses, incoming revenue, fund balances, rates and other items as identified based on estimated actuals for a minimum of six years including the ability to do "what if" scenarios.

Project Timeline:

Huron Consulting began assisting with implementing the Oracle Planning and Budgeting Cloud Solution in January 2018. An estimated timeline for a phased implementation is below. A more detailed timeline will be developed for each phase as the project proceeds and will assume institutional staffing levels would not need to increase due to the implementation of a new solution. The project timeline will be monitored and alternative implementation approaches will be considered by the Executive Sponsors and Steering Committee in an attempt to accelerate the implementation timeline wherever possible.

Phase I has been completed. Plan UW went live in December 2018. All campuses will be utilizing Plan UW to develop their 2019-20 annual budgets. The project has now moved into Phase II which is the development and deployment of estimating actual expenditures and revenues throughout the year as well as PR balance reporting.

UW System Administration will be working with all the campuses in the next couple of months to reevaluate the timeline below with hopes of accelerating the implementation of the remaining functionality and potentially reprioritizing the order of implementation.

Calendar Year	Months	
2016	July-Dec.	Procurement Process for a new Solution Pre-Implementation Work (Chart of Accounts and Templates/Reporting)
2017	March	Finalize Pre-Implementation Work
	May	Finalize Procurement of a System
	July-Dec.	Select an Implementation Partner
2018	Jan.-Nov.	Phase I –Annual Budgeting – Plan, Initiate, Design, Build, Test, Train and Deploy Phase I for FY2020 Annual Budget Development
2018	December	Phase I- Annual Budgeting Go-Live
2019	Jan.-July	Support Phase I
	Jan.-Aug.	Phase II- Plan, Initiate, Design, Build, Test, Train and Deploy Phase II Estimating Actuals and PR Balance Reporting
	Aug.-Dec.	Phase II- Deploy Estimating Actuals and PR Balance Reporting
	Aug.-Dec.	Phase I Enhancements and Other Campus Priorities
2020	Jan. –Dec	Phase III – Rate Setting and Long-Term Strategic Planning
2021	Jan. - June	Phase III – Deploy Rate Setting
	June -Dec.	Phase III – Deploy Long-Term Strategic Planning

Project Budget:

The total project budget is \$8.15 million. The budget for Pre-work and Phase I was \$3.5 million, which came in on time and on budget. The remaining project budget is \$4.65 million.

Source of Funds: UW Systemwide

Project Dashboard: (See Appendix 1 for dashboard definitions)

Project Status Dashboard:	Green	Yellow	Red
<u>Schedule Status:</u>	X		
<u>Scope Status:</u>	X		
<u>Budget Status:</u>	X		
<u>Other Issues (Staffing, Risks, etc.):</u>	X		

Status of Planning and Documentation:

Implementation Project 1	Status
Governance Structure	Completed
Project Charter	Phase I - Completed
Communication Plan	Phase I - Completed
Project Plan	Phase I - Completed
Project Budget	Phase I - Completed
Quality Assurance Plan	Phase I - Completed
Implementation Project 2	Status
Governance Structure	Completed
Project Charter	Phase II– Completed
Communication Plan	Phase II – Completed
Project Plan	Phase II – Completed
Project Budget	Phase II - Completed
Quality Assurance Plan	Phase II – Completed

UW System Major IT Project Status Report

Project: UW System Core Information Security Infrastructure

Description: Cisco information security suite supports the UW System commitment to enhance the confidentiality, integrity and availability of institutional data, information and information technology resources. The four products purchased: AMP, CloudLock, Stealthwatch and Umbrella, provide enhanced monitoring and active protection against information security threats, across the UW System, spanning workstations, local and wide area networks, and into the Cloud.

Project Scope: The project spans four areas:

1. AMP, for endpoint (computer workstation) protection
2. Umbrella, for protection against Internet accessed malware and malicious websites
3. CloudLock, for protection of data and information stored in Cloud environments
4. StealthWatch, for monitoring UW System networks and alerting Information Security Analysts to potentially malicious, abnormal activities

Project Schedule:

Campus Schedule	Umbrella	Cloudlock	StealthWatch	AMP
Group 1	by 1/31/2019	by 3/31/2019	by 6/30/2019	by 12/31/19
UW-Superior	Complete	Complete	Complete	In Progress
UW-La Crosse	Complete	Complete	Complete	Complete
UW-Parkside	Complete	Complete	Complete	Not Started
UW-System Administration	Complete	Complete	Complete	In Progress
Group 2	by 3/31/2019	by 3/31/2019	by 10/31/19	by 12/31/19
UW-River Falls	Complete	Complete	In Progress	Complete
UW-Stout	Complete	Complete	In Progress	In Progress
UW-Oshkosh (UW-Fox Valley and UW-Fond du Lac)	Complete	Complete	In Progress	In Progress
UW-Green Bay (UW-Marinette, UW-Manitowoc and UW-Sheboygan)	Complete	Complete	Not Started	In Progress
UW-Eau Claire (UW-Barron County)	In Progress	Not Started	In Progress	In Progress
Group 3	by 6/30/2019	by 6/30/2019	by 10/31/19	by 12/31/19
UW-Platteville (UW-Richland and UW-Baraboo/Sauk County)	Complete	Not Started	Not Started	Not Started
UW-Whitewater (UW-Rock County)	In Progress	N/A	In Progress	In Progress
UW-Stevens Point (UW-Marshfield/Wood County and UW-Marathon County)	Complete	In Progress	In Progress	In Progress
UW-Milwaukee (UW-Washington County and UW-Waukesha)	Not Started	In Progress	Not Started	Not Started
UW-Madison	Not Started	Not Started	In Progress	In Progress

Project Budget: \$8.6 million for Cisco software and services

Source of Funds: UW System-wide Funds

Project Dashboard:

Project Status Dashboard:	Green	Yellow	Red
<u>Schedule Status:</u> <i>see Note 1.</i>			X
<u>Scope Status:</u>	X		
<u>Budget Status:</u>	X		
<u>Other Issues (Staffing, Risks, etc.):</u> Capacity to operationalize products and provide on-going support		X	

Note 1 – Based on campus capacity and competing projects, UWSA extended the estimated project completion date from 30 June 2019 to 31 December 2019.

Status of Planning and Documentation:

	Status
Governance structure	In place
Project Charter	In place
Communication Plan	Complete. Provided to every campus in advance of each individual product rollout
Project Plan	In place
Project Budget	On track; first two years, system-funded. Remaining three years payment plan per standard campus assessment criteria
Quality Assurance Plan	Not started

UW System Major IT Project Status Report

Project: UW-System Digital Learning Environment

Description:

The contract with Desire2Learn (D2L) for the Brightspace learning management system (LMS) was set to expire and, as a result, UW System Administration and institutions underwent a multi-year effort to understand the needs for teaching and learning by engaging a wide variety of stakeholders at each institution. Based on the findings from the needs analysis process, the Learn@UW Executive Committee recommended that UW System issue a Request for Proposal (RFP) to seek a Digital Learning Environment (DLE) to succeed its current LMS. A DLE is the digital “hub” for a confederation of services and tools that support teaching and learning, versus an administrative tool for managing course content. The DLE RFP process was completed, and Instructure’s Canvas platform was selected as the digital hub for the UWS DLE.

The purpose of this implementation project is to ensure a well-managed, timely and orderly rollout of the Canvas platform across UW System institutions, excluding UW-Madison. Karen Schmitt, UWS Interim Vice President Academic and Student Affairs and Robert Cramer, UWS Vice President for Administration, are the executive sponsors for the project. The Canvas platform provides the foundation to evolve the DLE in support of the UWSA 2020FWD strategic framework. The DLE will align with the 2020FWD priorities related to “Educational Pipeline” and “University Experience” and support student success by creating consistency among institutions with flexibility to meet individual institutional needs. The implementation project will be complete by June 30, 2020.

Project Scope:

1. Implement and configure the DLE to support the goals of design with pedagogy first and consistency with flexibility across the institutions. The fixed/flexible framework will be used to meet the most important requirements identified in the DLE RFP and support institutional goals with a learner-centered focus.
2. Identify stakeholders and create a communication plan to engage with the stakeholder groups throughout the project.
3. Define and utilize project governance at the UWSA executive sponsor level and the institutional sponsor level including a definition of the roles and responsibilities on the project. Transition the project governance structure to a UWS DLE governance structure at the end of the project.
4. Develop a collaborative project environment to utilize the strengths and best practices from each institution and the vendor to leverage during the implementation process thereby reducing redundant work completed by each institution. The DLE will support universal design and accessibility.
5. Create training, testing and support plans for faculty, staff, students, and administrators that meet the needs of the transition period and are transferable into ongoing support, knowing that the vendor will perform regular upgrades to the cloud-based software.

6. Design and implement application integration utilizing the vendor provided integration mechanisms that are aligned with the fixed/flexible decisions to create consistency while allowing institutions to access their data and setup new integrations to support instructional priorities at each institution.
7. Determine a migration plan for existing courses, then execute at each institution. The migration plan will address the identification of existing courses that are to be: moved from the current system to the new system, redesigned and recreated in the new system, and archived from the current system.
8. Identify and implement an archive/retention strategy for the data hosted currently by Learn@UW Utility and retire the D2L application.

Project Schedule:

Milestone	Date	Revised Date and Status
Project Start	July 1, 2017	
Stakeholder analysis	August 1, 2017	Complete
Institution current-state inventory	August 1, 2017	Complete
Project, communication, and risk/issues plans	September 1, 2017	Complete
Vendor contract approved by Board of Regents	October 9, 2017	Complete
Fixed/Flexible framework approval	November 1, 2017	Complete
Project scope approval	November 1, 2017	Complete
DLE available for initial UWS configuration	November 1, 2017	Complete
DLE available for institutional configuration	December 1, 2017	Complete
Campus project plan approval	December 1, 2017	In process. One institution does not have a charter or plans. They have been noted as a risk and are being monitored. All others were completed on time.

Milestone	Date	Revised Date and Status
Course migration for Fall 2018 underway	February 2018	Complete
Authentication developed	March 2018	Complete
Integration between the DLE and the Student Information Systems developed	April 2018	Complete
System testing completed at institutions	April 2018	Complete
Training developed	June 2018	Complete
Integration and user testing at institutions	June 2018	Complete
First courses go live	September 2018	Complete
Data warehouse available	June 2019	In Process – the data is available, but additional work is needed to make the data available to institutions. The date will be moved to December 2019.
Archive and retirement of on-premise D2L systems and processes	May 2020	In Process
Project complete	June 2020	

Project Budget:

High Level Budget Item	Approved FY19 Budget	Total Project Budget	Estimated Year End Expense	Estimated Project End Expense	Estimated Year End Variance	Estimated Project End Variance
Initiative's Costs						
UWSA Salary and Fringes	\$148,900	\$390,000	\$150,550	\$465,210	(\$1,650)	(\$75,210)
DoIT Salary and Fringes	\$25,000	\$230,000	\$0	\$21,491	\$25,000	\$208,509
Professional Services (Consultants)	\$183,500	\$926,300	\$195,040	\$569,040	(\$11,540)	\$357,260
Training and S&E	\$10,000	\$25,000	\$10,000	\$22,025	\$0	\$2,975
Non-Labor Infrastructure	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$367,400	\$1,571,300	\$355,590	\$1,077,765	\$11,810	\$493,535
Software/Subscriptions Costs						
License	\$1,941,590	\$5,656,875	\$1,937,589	\$5,180,465	\$4,001	\$476,410
Subtotal	\$1,941,590	\$5,656,875	\$1,937,589	\$5,180,465	\$4,001	\$476,410
Initiative's Total	\$2,308,990	\$7,228,175	\$2,293,179	\$6,258,231	\$15,811	\$969,944
Less other funding sources	(\$81,366)	(\$2,723,020)	(\$81,366)	(\$2,723,020)	\$0	\$0
CSRG Total	\$2,227,624	\$4,505,155	\$2,211,813	\$3,535,211	\$15,811	\$969,944
Variance % (Aggregate)					1%	13%

Summary Estimated Budget:

The overall project costs are currently estimated to be \$1 million under the approved budget. Savings were primarily accomplished by managing vendor implementation and internal costs closely. Additional savings were realized by using a facilitated “workstream” approach to identify commonalities across institutions, make decisions collaboratively, and ultimately implement processes and technology in a standard way. Standardization allows us to leverage the power of being a System, rather than doing custom work independently at each institution which results in higher costs for implementation and ongoing support.

Source of Funds:

Common Systems Review Group (CSRG) and UW System Administration provided funding for this project.

Current Project Status Dashboard:

Key Project Components	Green	Yellow	Red
<u>Schedule Status:</u>	X		
<u>Scope Status:</u>	X		
<u>Budget Status:</u>	X		
<u>Other Issues (Staffing, Risks, etc.):</u>	X		

Status of Planning and Documentation:

	Status
Governance Structure	Karen Schmitt, Vice President of Academic and Student Affairs, and Rob Cramer, Vice President of Administration are Co-Sponsors of this project
Project Charter	Complete
Communication Plan	Complete
Project Plan	Complete
Project Budget	Complete
Quality Assurance Plan	In Process

Summer 2019 Update:

Fall 2018 was the first full semester using Canvas as the core of the Digital Learning Environment. Most institutions have successfully introduced faculty and students to Canvas and have transitioned significant numbers of their courses from D2L to Canvas. The last term for use of D2L at most institutions was Spring 2019.

Institution	Summer 2019 Courses in Canvas	Spring 2019 Courses in Canvas	Fall 2018 Courses in Canvas	Actual/(Planned) Last Term using D2L
Eau Claire	133	457	217	Spring 2019
Green Bay	37	271	160	(Fall 2019)
LaCrosse	110	729	551	(Summer 2019)
Milwaukee	207	1,201	586	(Fall 2019)
Oshkosh	33	138	16	Spring 2019
Parkside	51	318	213	(Summer 2019)
Platteville	242	1,251	390	Winter 2019
River Falls	108	1,022	269	Fall 2018
Stout	215	300	124	Spring 2019
Stevens Point	114	487	182	Spring 2019
Superior	128	46	39	Spring 2019
Whitewater	184	1,364	910	Spring 2019

During the Summer 2019 term, the focus is on migrating any remaining courses off the D2L system, transitioning from project to production support, and making improvements based on what we have learned thus far. An audit of the PeopleSoft SIS to Canvas integration for quality assurance was completed and process improvements are being developed to address issues experienced during the start of the Spring 2019 term.

UW System Major IT Project Status Report

Project: UW-System Electronic Admissions Application Upgrade

Description:

The current Electronic Admissions Application (EApp) that is jointly used by all UW-System campuses is twenty-one years old and its design has evolved “by committee” for a considerable length of time. As a result of an aging technical platform and a design approach that often did not address the expectations of its primary end-user (the applicant) the EApp has become difficult to maintain, and more importantly, difficult for today’s applicant to use.

This project seeks to re-design and redevelop the EApp to a more modern and sustainable platform, as well as to re-think the application’s design by keeping the needs of the applicant foremost. It is believed that a modern application that is tailored to the needs of the end-user will remove a significant barrier to applicants applying to a UW-System institution.

Project Scope:

The current EApp is used for a number of different applicants: Undergrad/first year, graduate, transfer, special and international. Conversations with admissions directors from the UW-System campuses indicated that there were differences in business requirements across these applicant types, but also that there was a sense of urgency to replace the EApp system as quickly as possible. Based on this input the project team determined that a phased approach to replacing the EApp system was appropriate:

1. Phase 1 (February 2019 – April 2020): Implement a new admissions application for undergraduate/first year and transfer applicant pools. These pools represent the largest populations of application users.
2. Phase 2 (January 2020 – August 2020): Extend the new admissions application to address graduate, special and international applicants. Discovery for these application types will begin in January 2020, with development commencing in April of 2020.
3. “Go Live” and transition to maintenance (August 2020 – ongoing): Full replacement of the admissions application completed, and maintenance mode begins.

The scope/impacts of this project that are identified below pertain to all phases of the project, but the majority of these impacts will be addressed in phase 1 of the project.

1. Current EApp is placed in maintenance mode for all applicant types. No new functionality is added to the current application (duration of project).
2. Modifications to data delivery mechanisms to campuses will be necessary as the new application will be cloud-hosted rather than on-premise.
3. Potential for modifications to EPCS (EApp to PeopleSoft Conversion System). EPCS is a customized interface (maintained by UW System Shared Services) that allows individual campuses to map applicant data into their SIS. The project has been designed to minimize (if not negate) the impact of the new application on EPCS

4. Modifications to campus processes for processing applications. New documents may be delivered to the campus as part of the redesign – necessitating changes to campus business processes.
5. Modifications to business processes and data management for Majors. The new admissions application will present the applicant with major(s) to be selected. Depending on design validation this presentation may be result in modifications to business processes in support of the centralized Majors database.
6. Applicants, campuses and the UW HELP office will be impacted during transitions through the project phases. Specifically, the phased approach of the project requires two applications to be running (from Phase 1 completion to Phase 2 completion) – which impacts communications, technical and support models for the identified stakeholders.

As the impacts of this project are addressed the following principles will be adhered to.

1. A focus on user experience and long-term maintenance/technology of the EApp.
2. Minimizing impacts to campuses receiving application data, while addressing common processing errors when application data is mapped into the campus SIS.

Project Schedule:

Phase	Milestone	Date
All	Project Approved	February 15, 2019
1	Vendor selected for EApp Redesign & Development	April 15, 2019
1	Design stage of EApp begins	May 1, 2019
1	EApp Working Groups begin meeting	May 15, 2019
1	Focus group testing of EApp redesign (applicants and guidance counselors)	June 15, 2019
1	Design phase of EApp for undergraduate/transfer complete	July 31, 2019
1	Development phase of EApp begins	August 1, 2019
1	EPCS Modifications begin (if necessary)	August 1, 2019
1	EApp and EPCS development complete	December 31, 2019
2	Discovery of Business Requirements for remaining application types	January 1, 2020
1	Campus testing complete	February 28, 2020
1	EApp for undergrad and transfer students opens	April 1, 2020
2	Design and Development of remaining Applicant types	April 1, 2020
2	Focus group testing of Phase 2 EApp redesign	June 1, 2020
2	Campus testing complete	July 1, 2020
2	Campus testing complete	July 15, 2020
3	EApp Phase 2 complete, Go Live for All Applicant Types, Maintenance Mode	August 1, 2020

Project Budget:

UW System Application Redesign Project Budget		
	Phase 1 (February 2019-April 2020)	Phase 2 (January 2020-August 2020)
Budget Categories	UW System Funds	UW System Funds
SERVICE COSTS		
UW System Shared Services for EPCS*	\$90,000.00	
Professional Services	\$250,000.00	\$250,000.00
MARKETING COSTS		
Advertising & PR for New Application		\$50,000.00
Total	\$340,000.00	\$300,000.00
TOTALS		
UW System Funds Total	\$640,000.00	

Budget Categories	
SERVICE COSTS	
UW System Shared Services for EPCS*	The EApp to PeopleSoft Conversion System (EPCS) is a vital service that is used on each campus to auto load applications. As part of the new application, EPCS is moving to version 7. Budget has been allocated to this interface to address potential changes to EPCS based on EApp redesign changes.
Professional Services	These are costs to pay the vendor Hardin Design & Development to complete the design and development work for the new Application
MARKETING COSTS	
Advertising & PR for New Application	To showcase and educate the public about the new application and how to use it, advertising funds are needed.

UW System Funding	This represents direct costs for the project (new funds)
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In addition to the project cost identified above, the UW HELP office understands that new budget allocations for the maintenance and management of the application will be required. While not part of the project budget the table below identifies a breakdown of those costs. These costs will be requested in future budget requests from the UW HELP office.

UW HELP Budget		
Category	Description	Annual Costs
Staffing	UW HELP is allocating two positions to this project. The cost for two FTE is calculated based on the UW HELP's average developer salary and UW HELP's Enterprise Architect salary	\$156,800.12
Hosting	The application will be cloud hosted and this comes at a monthly cost.	\$35,506.02
UW System Shared Services for EPCS	The EApp to PeopleSoft Conversion System (EPCS) is a vital service that is used on each campus to auto load applications. UW HELP pays monthly for support and maintenance of this software.	\$55,000
Communications	It is an additional cost to integrate texting and email services into the application.	\$5,000
Professional Services	Third-party development services. At the recommendation of our development vendor an additional allocation of funds will be requested for ongoing maintenance.	\$15,000
Total		\$267,306.14

Source of Funds:

UW System Funds

Project Dashboard:

Project Status Dashboard:	Green	Yellow	Red
<u>Schedule Status:</u>			
<u>Scope Status:</u>			
<u>Budget Status:</u>			
<u>Other Issues (Staffing, Risks, etc.):</u>			

Status of Planning and Documentation:

	Status
Governance structure	In Progress
Project Charter	Complete 4/30/2019
Communication Plan	Complete 5/8/2019
Project Plan	High Level complete 4/30/2019
Project Budget	Complete 6/01/2019
Quality Assurance Plan	Complete 5/8/2019

Project: Replacement of Interactive Reporting Tool (UWBI)

Description

The University of Wisconsin System implemented a new Business Intelligence (BI) tool to replace the legacy, system-wide reporting tool, Oracle's Brio/Hyperion Interactive Reporting (IR). This change was necessary because the UW System's Oracle's software support contract ended April 2018. A Request For Proposals was issued, and the contract was awarded to Oracle OBIEE 12c (Oracle Business Intelligence Enterprise Edition) product in December 2015. The conversion timeframe began at that time and was completed on February 28, 2019.

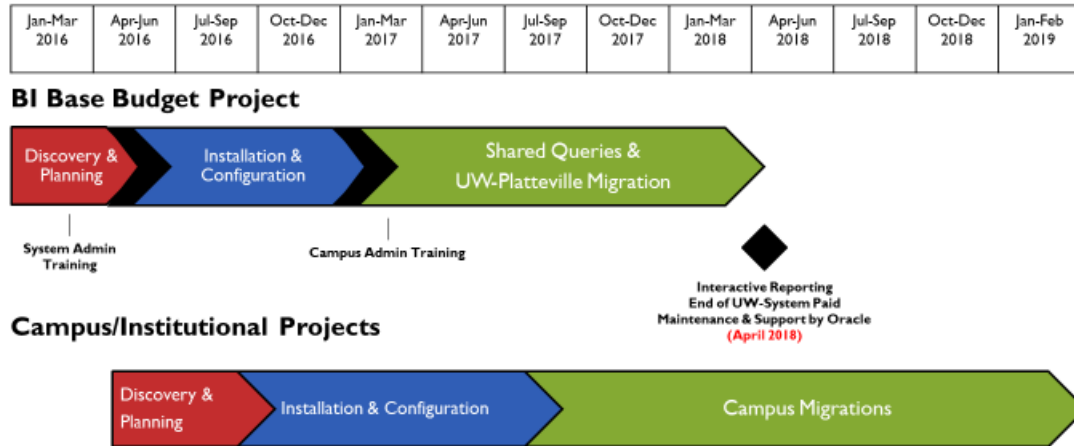
Through the Common Systems Review Group (CSRG) process, the UW System institutions collectively funded the tool replacement, conversion of the system-wide shared queries and limited training for selected roles at each campus. Each institution was individually responsible for the assessment/conversion of queries/reports that are specific to its campus and for the training of its writers of ad hoc queries. These decisions were made by the BI Steering Committee to encourage the use of shared system-wide queries and to encourage each institution to critically assess its use of custom/unique queries. UW-Platteville recently completed this review and the result was a considerable streamlining of its processes with fewer custom queries.

Project Scope

1. Purchase hardware for OBIEE 12c **(complete)**
2. Install, configure, set up security and authentication in OBIEE 12c for the 13 UW System campuses **(complete)**
3. Ensure that the system is configured so that dashboards/reports can be shared across all campuses **(complete)**
4. Migrate the Platteville OBIEE 11g instance into the UW System OBIEE 12c instance **(complete)**
5. Assessment of the system-wide shared queries to determine: **(complete)**
 - a. Which of UW-Platteville's already converted shared queries can be used;
 - b. Which queries that have not been converted by UW-Platteville should be converted to OBIEE's BI Publisher using Dynasoft;
 - c. Which queries remain that a dimensional data model should be developed to support.
6. Create a dimensional data model for the data used by the 'Shared Queries' found in Interactive Reporting **(complete)**
7. Using the dimensional data models, create a metadata repository (semantic layer) **(complete)**
8. Create dashboards/reports using the semantic layer that serve to replace the 'Shared Queries' in Interactive Reporting **(complete)**
9. Train technical people supporting the system-wide shared queries and the technical staff at the institutions that have student data queries in Interactive Reporting in: **(complete)**
 - a. Dimensional Modeling;
 - b. Repository, Catalog, and Security Management;
 - c. Analyses (criteria and reports/views), Prompts, and Dashboards.
10. Train remaining Campus Administrators in the use of Repository, Catalog, and Security Management for administering the shared queries **(complete)**
11. Monitor readiness of the institutions that have queries related to student data to move to OBIEE **(completed February 28, 2019)**

Project Schedule:

OBIEE 12c Tool - Timeline



Project Budget

UWBI - IR Reporting Replacement (Shared Queries)

	FY16 actual	FY17 actual	FY18 actual	Project Total actual	Project Total budget	Variance
Service Costs	285,088	811,704	1,580,859	2,677,651	2,031,901	(645,750)
Software Costs	397,893	407,140	137,920	942,953	950,033	7,080
Initiative Total:	682,981	1,218,844	1,718,779	3,620,604	2,981,934	(638,670)

UWBI - IR Reporting Replacement (Campus Specific)

	FY16 actual	FY17 actual	FY18 actual	Project Total actual	Project Total budget	Variance
Consulting Costs		505,275	571,755	1,077,030	1,600,000	522,970
Training Costs		75,100	59,200	134,300	250,000	115,700
Initiative Total:	0	580,375	630,955	1,211,330	1,850,000	638,670

UWBI - IR Reporting Replacement Full Project

	FY16 actual	FY17 actual	FY18 actual	Project Total actual	Project Total budget	Variance
Project Total	682,981	1,799,219	2,349,734	4,831,934	4,831,934	0
Less other funding sources		(197,324)	(139,821)	(337,145)	(337,145)	0
CSRG Project Total:	682,981	1,601,895	2,209,913	4,494,789	4,494,789	0

Source of Funds: Common Systems Review Group

Project Dashboard:

Project Status Dashboard:	Green	Yellow	Red
<u>Schedule Status: Completed</u>	X		
<u>Scope Status: Completed</u>	X		
<u>Budget Status: Completed</u>	X		
<u>Other Issues (Staffing, Risks, etc.): Completed</u>	X		

Notes:

Schedule Status – The project is completed.

Status of Planning and Documentation:

	Status
Governance structure	Completed
Project Charter	Completed
Communication Plan	Completed
Project Plan	Completed
Project Budget	Completed
Quality Assurance Plan	Completed at campus/institutional level

UW System Major IT Project Status Report

Project: UW Colleges and UW-Extension Student Information System (SIS) Restructuring Project

Description:

Although the former UW Colleges had 13 campuses located across the state, all student and curricular records reside on a single PeopleSoft student information system (SIS) database. Furthermore, each of the seven 4-year receiving institutions (RI) has their own separate PeopleSoft database, where the academic structure is configured independently and differently by each institution, as well as differences in configuration of integrated third-party products, services, and business processes.

As of August 2018, a SIS Project Steering Committee (PSC) comprised of SIS project leads from each receiving institution was established. The goal of the PSC is to support the respective SIS teams at each receiving institution by collaborating and guiding the SIS projects with common, consistent, and sustainable processes across their regions and campuses to facilitate efficient and effective enrollment operations and access for students. In addition, the SIS PSC monitors functional interdependencies and how they are impacted by subsequent data migrations and system integrations; addresses questions and concerns from institutions regarding the SIS processes and related technical and operational concerns; provides status updates and reports to the Project Management Office and/or the UW System Restructure Executive Steering Committee; and provides input and guidance on external questions and communications in consultation with Project Communications Office (PCO).

Through the first three phases of the UW Colleges Student Information System (PRISM) data conversion, we have converted 11,738 students with data in the UW Colleges SIS to their associated RI. We are beginning the last two phases of our conversions (Phase IV and Phase V) and the project will be completed as of October 11, 2019. Phase IV will focus on Spring 2019 enrollment and Summer 2019 admits as well as Spring account balance conversion and external degree conversion. Phase V will focus on Summer 2019 enrollment, Summer account balance conversion, external degree conversion and unpaid third-party contracts conversion.

The table below offers a high-level overview of the remaining conversion timeline for data that will be exported from the UW Colleges' SIS and imported into the receiving institutions' SIS; a more in-depth timeline can be found later in this document.

April 2019	Phase IV.1 – Phase I Rerun – Summer ‘19 Admits (Milwaukee, Oshkosh, Green Bay)
May 2019	Phase IV.2 – Phase I Rerun – Summer ‘19 Admits (Oshkosh)
June 2019	Phase IV (main) – Phase I Rerun (Summer ‘19 Admits), Spring 2019 enrollment (All RIs)
July 2019	Phase IV.4 – Phase I Rerun – Summer ‘19 Admits (Oshkosh, Green Bay) Spring degrees & account balances
September 2019	Phase V – Final Summer Admits, Summer 2019 enrollment, Summer degrees, Summer account balances
October 2019	Unpaid Third-Party Contracts Conversion
October 11, 2019	Restructuring SIS Project Completed

UW System Administration continues to contract functional and technical expertise to work with each of the seven receiving institutions as well as UW System IT support entities to plan, manage, and support SIS integrations. This work includes supporting student-facing and faculty-facing initiatives to ensure the continuity of student and faculty support services as well as working with functional areas to ensure that any SIS changes consider how functional business process will be impacted.

The goals of the UW Colleges and UW-Extension Restructuring Project are to expand access to higher education, maintain affordable tuition, and increase opportunities for students. The successful and seamless integration of students with data in the UW Colleges SIS into the seven receiving institutions' SIS will ensure that there is no interruption of service or support to branch campus students as their records transition to the receiving institutions.

Project Scope:

The UW Colleges and UW-Extension Restructuring Project SIS Integration Project's (SIS Project) main goal is to successfully migrate and integrate student information for students with data in the UW Colleges SIS between Summer 2018-Summer 2019 to the applicable receiving institution SIS.

Former UW Colleges Campus (2-yr)	Receiving Institution (4-yr)
UW-Barron County	UW-Eau Claire
UW-Manitowoc UW-Marinette UW-Sheboygan	UW-Green Bay
UW-Washington County UW-Waukesha	UW-Milwaukee
UW-Fond du Lac UW-Fox Valley	UW-Oshkosh
UW-Baraboo/Sauk County UW-Richland	UW-Platteville
UW-Marathon County UW-Marshfield/Wood County	UW-Stevens Point
UW-Rock County	UW-Whitewater

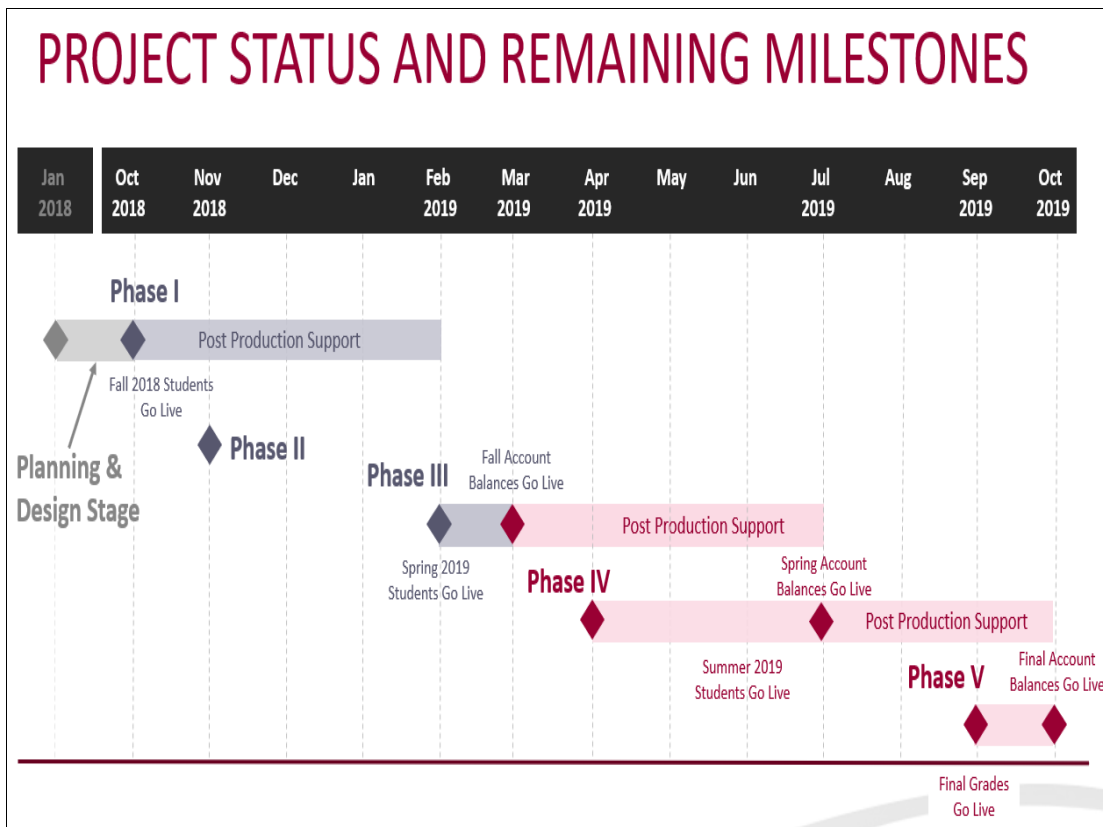
To successfully reconfigure the receiving institutions' SIS, the SIS project is focused on five main tasks:

1. Developing a detailed SIS migration project plan for all restructured institutions.
2. Providing seamless data integration into the receiving institutions' SIS systems while addressing any operational concerns or gaps as well as ensuring continued operation and integration for internal systems (e.g. UW's on-line admissions application, institutional reporting systems) along with third-party applications.
3. Determining the level of standardization versus campus decision-making (e.g. customizations to SIS platform) as well as supporting receiving institution SIS upgrade gaps due to staffing and resource impacts of the project.
4. Determining common and consistent solutions across regions and campuses (as appropriate) related to SIS management to improve operational efficiencies and ease of access for students.
5. Re-engineering the SIS solution at each receiving institution so that it supports the business process of a 2-year AAS degree within the system.

During the transition year of 7/1/2018-7/1/2019, UW Colleges central staff will continue to provide services for UW Colleges student records, as outlined in Memoranda of Understanding (MOUs) with each of the seven receiving institutions.

- Records of active students as of 7/1/2018 will be transferred to designated receiving institutions
- Records of inactive students prior to 7/1/2018 will be managed by UW Extended Campus

UW Extended Campus will assume responsibility for the contractual relationship with current UW Colleges' (UWC) service provider, Credentials, and expand Credentials' service level to provide both electronic and hard copy historical transcripts.



Project Budget

Planning for the UW Colleges and UW-Extension Restructuring Project began immediately after the Board of Regents approved the restructuring in November of 2017. Once the HLC application was completed in January 2018, 17 functional teams were stood-up, including a ‘SIS Functional Team’ to review and understand the work needed to reconfigure each receiving institution SIS to support the AAS two-year degree.

While each of the receiving institutions has operational knowledge in SIS, the SIS Functional Team identified major gaps in knowledge and resources to deliver and support a reconfigured SIS. The team recommended contracting for functional and technical expertise to plan, design, and develop processes that would work for the receiving institutions and deliver the first of several reconfiguration milestones within the required a six-month time-frame prior to accepting applications for Fall 2019.

SIS Project Budget Period 1 for 4/1/2018-2/28/2019

Consultants were engaged April 2018. A preliminary SIS Timeline with milestones was developed in consultation with SIS stakeholders across UW System by end of April 2018. In May an RFS for technical resources was issued and a process and program for data migration was determined by end of May 2018.

As of July 2018, each receiving institution has reconfigured their SIS set-up to properly take in AAS applications August 2018 and the consultants are in the process of setting up each receiving institution SIS for the Phase 1 Mock 1 data test, starting a cycle of configuration, testing, and conversions that will continue for the next seven months.

As of November 2018, key data for students was successfully exported from UW Colleges SIS and imported into each of the receiving institutions’ SIS, marking the end of Phase I of the SIS data conversion. The goal of Phase I was to ensure that receiving institutions had the information necessary to begin awarding financial aid to students enrolled at their branch campuses for the 2019-20 aid year.

As of February 2019, key data for students enrolled in Fall 2018 and Spring 2019 at UW Colleges was exported from UW Colleges SIS and imported into each of the receiving institutions’ SIS, as a part of Phase III of the SIS data conversion. The goal of Phase III was to support Fall 2019 enrollment in the receiving institutions’ SIS as they become the system of record for continuing branch campus students.

SIS Project Budget Period 2 for 3/1/2019-10/11/2019

Once the UW Colleges AAS student data has been successfully transferred to the receiving institutions, the data will be updated after each semester and work will begin on configuring tuition calculation within each receiving institution SIS for successful calculation of updated tuition models in Fall of 2019. These efforts fall within Phase II and III of the SIS data conversion.

SIS Project Budget Period 1	4/1/18 - 2/28/19	\$5,161,804
SIS Project Budget Period 2 (as required)	3/1/19 – 10/11/19	\$1,025,600
		\$6,187,404

Source of Funds:

UW System Administration

Project Dashboard: (See Appendix 1 for dashboard definitions):

Project Status Dashboard:	Green	Yellow	Red
<u>Schedule Status:</u> Schedule extended by 11 days to accommodate a variety of timing and process considerations across the campuses.		X	
<u>Scope Status:</u>	X		
<u>Budget Status:</u>	X		
<u>Other Issues (Staffing, Risks, etc.):</u> Staffing risks have been identified due to the project's reliance on UW Colleges central staff for information and set-up within the UW Colleges SIS as well as within the functional areas of the former UW Colleges. Contingency plans are in place to hire temporary staff as needed however institutional knowledge could be lost. Resource and schedule risks for each receiving institution have been identified due to the logistics involved in setting up seven separate SIS for data migration while all the receiving institutions are also working to meet their pre-planned work tasks, which include items such as SIS upgrades, as well as the implementation of the 2019-20 Course Exchange, and refining data security needs and other 2018-2019 IT activities.		X	

Status of Planning and Documentation:

	Status
Governance structure	Completed
Project Charter	Completed
Communication Plan	Completed
Project Plan	Completed
Project Budget	Completed
Quality Assurance Plan	Completed

UW System Major IT Project Status Report

Project: UW System Seamless Transfer Solution (CollegeSource Transferology/TES Implementation)

Description: One of the most important areas of work under the 2020FWD strategic framework is the Seamless Transfer initiative. Its goals are to greatly simplify the student's journey through higher education regardless of where the student begins that journey. To facilitate this goal there are three major areas that the UW System is working in: improving the articulation of courses and programs between institutions, enhancing the abilities of student services staff to support the transfer students, and providing information and tools to students so they can make informed and effective choices. This project will enhance the UW System's ability to address all of these issues.

UW System will purchase a Wisconsin Public Institution and Wisconsin tribal colleges CollegeSource subscription for two transfer technology solutions, Transfer Evaluation System (TES) and Transferology (TFO). The subscription will be for all UWS institutions, Wisconsin Technical College Districts (WTCS), the College of Menomonee Nation, and Lac Courte Oreilles Ojibwa Community College. These solutions will serve as a replacement for our current Transfer Information System (TIS). By purchasing a CollegeSource TES and TFO subscription, we will continue to meet the statutory requirement to establish and maintain a computer-based transfer system, for the UWS and the WTCS and continue to partner with the tribal colleges to create transfer relationships. The TIS database and user interface is built using dated architecture, making it inefficient to implement needed enhancements. Enhancement and maintenance of these transfer tools is critical to ensure accurate and comprehensive information is publicly available and to realize operational efficiencies across institutions.

Project Scope: The CollegeSource project consists of three broad areas:

Transfer of existing Equivalencies to CollegeSource Systems from TIS – This will largely be accomplished centrally by UWSA staff. It will involve the transfer of data from the existing TIS system to CollegeSource to provide the base set of data to be used by students and Transfer professionals.

Adding or Expanding PeopleSoft transfer equivalency and equivalency upload capabilities on UWS and WTCS campuses – Funding will be provided for UW campuses to add capacity to build PeopleSoft (UW) transfer equivalencies. In addition, to promote data integrity in the future and reduce multiple transfer equivalency data entry points, PeopleSoft will serve as the single UW point of entry. All UW and WTCS institutions will be supported in the development or improvement of capability to rapidly and routinely transfer data to CollegeSource for use in the system. CollegeSource will work with WTCS and UWSA to suggest data transfer solutions for WTCS campuses as they utilize varied Student Information Systems (SIS).

Professional Development to integrate CollegeSource Services and products into current and developing Transfer Processes – Professional development funds are provided for UW institutions and tribal colleges in order to integrate the tool in existing business processes.

Project Schedule:

Date	Activities	Commitment		
		UWSA	WTCS	CS
December 2018	<ul style="list-style-type: none"> Review CS proposal/provide feedback Communicate with WTCS on proposal Begin writing code to extract EQs from TIS to TES/TFO Explore reasons for WTCS course number mismatches 	X	X	X
June 2019	<ul style="list-style-type: none"> Finalize and secure subscription Determine campuses and final method of data movement Finalize flat file TIS to TES/TFO code Develop communication plan Determine user training schedule Develop funding/accountability MOUs (PS EQs) Problem solve WTCS course mismatches Finalize anticipated CollegeSource consulting needs 	X	X	X
July - October 2019	<ul style="list-style-type: none"> Distribute funds to campuses (PS EQs) Conduct remote webinar training to campuses Move data from TIS to TES/TFO Move data from TES to TFO Begin T-rex deployment Determine campus review timeline before going live 	X	X	X
August - September 2019	<ul style="list-style-type: none"> Continue training Establish data governance group Schedule data governance check-in meeting schedule 	X	X	X
September 2019 – March 2020	<ul style="list-style-type: none"> Go live for ready campuses Continue T-rex deployment Continue training Provide ongoing support and troubleshooting 	X	X	X

Project Budget: \$751,000

- \$492,000 for College Source Subscription and Consulting Services,
- \$123,000 for UWS and WTCS Campus Professional Development and Services,
- \$136,000 for Data services on UWS campuses

Source of Funds: UW System-wide funds

Project Dashboard:

Project Status Dashboard:	Green	Yellow	Red
<u>Schedule Status:</u>	X		
<u>Scope Status:</u>	X		
<u>Budget Status:</u>	X		
<u>Other Issues (Staffing, Risks, etc.):</u> A Project Manager was assigned but has since left to another position, a new project manager will be assigned (June 12, 2019)	X		

Status of Planning and Documentation:

	Status
Governance structure	In progress
Project Charter	In progress
Communication Plan	In progress
Project Plan	In place.
Project Budget	In Progress
Quality Assurance Plan	Not started.

UW System Major IT Project Status Report

Project:

UW- System Shared Financial and HR System Preplanning

Background:

The UW System currently uses Oracle/Peoplesoft for its Shared Financial System and its Human Resource System. These two applications, hosted on-premise by UW-Madison's Division of Information Technology, support a range of operations across the UW System.

The Shared Financial System supports the General Ledger, Accounts Payable, Travel Reimbursement, and other services. There are currently over 21,000 users systemwide. The system was first implemented in 1999 and an upgrade was completed in 2018.

The Human Resources System provides personnel, payroll and benefits processing to all UW System institutions and employees. The system was first implemented in 2011 and an upgrade was completed in 2017.

These current Financial and Human Resource enterprise resource planning (ERP) systems are not serving the diverse needs of UW institutions. UW System Administration and UW-Madison have invested over a year assessing current systems and processes, spending, risks, alternatives, and potential costs.

These assessments identified over 350 shadow and bolt-on systems at UW-Madison and dozens of additional systems across the rest of UW System. The march of enterprise technology to cloud-based solutions, the costs and complexities of current systems, combined with their negative impacts to financial controls, information security, process standardization, institutional culture, and administrative efficiency contribute to the impetus for change.

The expected path forward is to launch a single, integrated program working in multiple phases to standardize administrative processes supported by a new cloud-based ERP. The first phase of the program will focus simultaneously on business process transformation and implementation of the selected cloud-based ERP software for finance and HR at UW-Madison and UW System Administration, while planning for expansion to the rest of the UW System in subsequent phases.

The project aligns with the strategic direction set forward in 2020*FWD*, the priorities under CORE, the UW-Shared Services initiative, and our information security efforts. It addresses the technological shortcomings of the current environment.

As presented to the Business and Finance Committee of the Board of Regents in February 2019, UW System and UW-Madison have initiated a preplanning project to prepare for program initiation, establish project governance and overall vision, carry out analysis of financial impact, and begin planning for change management and engagement, business process redesign, and system implementation. The UW has engaged Gartner and Huron to assist with the preplanning efforts.

Project Scope:

- Establish a unified, tiered governance structure for the ERP preplanning project and propose one for the implementation project itself.
- Refine vision, business case, benefits realization, and change management strategy for UW System and UW-Madison.
- Develop high-level implementation program scope, timeline, project plan, budget, and financial impact.
- Work with preplanning partners to:
 - Assure quality, verification and validation of related efforts to date, including project scope, timeline, and financial impact.
 - Prepare RFPs for cloud system selection and implementation services; and
 - Identify change management and staffing needs related to preplanning and implementation.
- Complete procurement process to identify vendor(s) to provide project oversight and quality assurance (QA) services for the implementation project.
- Conduct a more complete inventory of current shadow and bolt-on systems across UW-Milwaukee and the comprehensive campuses and document the business processes driving the use of these systems.
- Consider and stage decision points around appropriate resources for on-going maintenance and support of the current on-premise Finance and HR ERP systems as UW begins implementation of cloud-based ERP software over a multi-year period.
- Preparatory projects, including:
 - Chart of Accounts Redesign/Accounting Methodology
 - Ancillary Technology Planning
 - Future state business process identification and mapping
 - Procurement Automation

Project Schedule for Preplanning:

Below is a draft proposed timeframe and major milestones. Timeframe could be subject to further adjustment pending additional information coming out of the preplanning effort.

Activities	2019												2020				
	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May
ERP Preplanning Project Initiation																	
Project/Governance Structure																	
Business Needs Analysis & Inventory of Systems																	
ERP System: RFP Requirements/Evaluation/Selection																	
RFP for Quality Assurance (QA) Partners																	
Implementation Services:																	
RFP Requirements/Evaluation/Selection																	
Preparatory projects (i.e. Chart of Accounts, Ancillary Systems, Procurement Automation)																	

Project Budget:

Consulting support for preplanning: \$3.23 million.

UW staffing: Project team structure is being finalized through June, including budget for pre-planning support.

Source of Funds:

UW System Administration and UW-Madison

Project Status Dashboard:	Green: On target as planned	Yellow: Encountering issues	Red: Problems
<u>Schedule Status:</u> The schedule as presented in February was developed prior to engaging consulting partners for the preplanning. The schedule assumed concurrent RFP processes for ERP and Systems Integrator. After consultation with partners, the RFP strategy has been revised; UW will be doing sequential procurement processes, thus extending the overall timeline to First Quarter 2020. Due to resource constraints, the RFP for QA services has also been delayed; completion now planned for October.			X
<u>Scope Status:</u>	X		
<u>Budget Status:</u>	X		
<u>Other Issues (Staffing, Risks, etc.):</u>	X		

Status of Planning and Documentation:

The associated artifacts are in development as deliverables of the preplanning project.

	Status
Governance Structure	In development
Project Charter	In development
Communication Plan	In development
Project Plan	In development
Project Budget	In development
Quality Assurance Plan	In development

UW System Major IT Project Status Report

Project: UW System Student Success Collaborative – EAB Navigate System

Description: The EAB Navigate System is a strategic communication and analytics tool for use by advisers, faculty, staff, and students. Navigate is designed to help institutions provide timely, targeted, data-based interventions and proactive student support. It has been a key part of strategies across the US to increase student success in terms of retention and completion, particularly with traditionally underperforming student populations. The success of our students is central to the mission of the University of Wisconsin System. That commitment is reflected through institutional mission statements, outcomes-based funding, and the 2020 *FWD* Strategic Framework.

Project Scope: In broad terms, this project seeks to meet the following four goals:

1. Navigate System. Support the on-time implementation of the EAB Navigate System including the Intelligence, Strategic Care, and Milestone Guidance/Navigate Student modules.
 - a. The Intelligence module comprises the predictive analytics products
 - b. The Strategic Care module comprises the case management, communication and workflow products (for faculty, staff, advisors, and students)
 - c. The Milestone Guidance/Navigate Student module provides planning tools to students via mobile/web applications
2. Capacity Building/Community of Knowledge. Facilitate, leverage, and enhance the EAB provided services to foster member networking and sharing of best practices to drive student success. These services include sharing of case studies, and research briefs, holding conference calls and networking summits.
3. Training and Change Management. Leverage UWSA resources to partner with EAB's service model for change management and successful implementation. Including working closely with EAB's service team before/during/after implementation, as well as engaging with on-site working sessions, leadership check-in calls, and on-demand support services as needed. UWSA would facilitate EAB's services in project planning, configuration support, and training and engagement.
4. Common Data Infrastructure. Promote the development of a common set of data and analytic models across institutions to support data driven processes and decisions and ensure improved student success.

Project Schedule:

January – February 2019	<ul style="list-style-type: none">• Overview technical implementation process and milestones• Define technical team participants from EAB, UWSA and member institutions• Prepare Project Charter, Communications Plan and Convene System-wide Implementation Team
February – March 2019	<ul style="list-style-type: none">• Launch Meeting for UW-System, EAB and UWSA teams• Establish Objectives for Common Institutional Approaches
April – May 2019	<ul style="list-style-type: none">• Conduct on-site “kickoff” meetings at Institutions• Initial technical work at Institutions including accessing and loading of data to EAB
June – August 2019	<ul style="list-style-type: none">• Site Build including loading of institutional data into training platform, site configuration, and establishing user roles and permissions• Conduct initial training on Campuses
July – November 2019	<ul style="list-style-type: none">• Go live with Phase 1 for Advising Centers
May 2020	<ul style="list-style-type: none">• Go live with Phase 2 for selected Faculty and Student services units
November 2020	<ul style="list-style-type: none">• Go live with Phase 3 for additional student support services

Project Budget: \$10.7 million for EAB Software, Services, and Memberships

Source of Funds: UW System-wide funds (40%), UW Institutional Funds (60%)

Project Dashboard: (See Appendix 1 for dashboard definitions):

Project Status Dashboard:	Green	Yellow	Red
<u>Schedule Status:</u> Technical issues have extended timeline for initial Phase 1 tool launch at one institution to May 2020 from November 2019		X	
<u>Scope Status:</u>	X		
<u>Budget Status:</u>	X		
<u>Other Issues (Staffing, Risks, etc.):</u>	X		

Status of Planning and Documentation:

	Status
Governance structure	In place
Project Charter	In place
Communication Plan	In place
Project Plan	In place
Project Budget	On track
Quality Assurance Plan	Not started

UW System Major IT Project Status Report

Project: Voice over Internet Protocol (VoIP) Project

Description:

The University of Wisconsin System Administration, University of Wisconsin Colleges and University of Wisconsin-Extension are in great need to modernize their communications systems to meet current and future student, administration, faculty and staff needs and expectations. Because of the similarity of operations, co-location of staff and the relatively small number of phones it uses, UW System Administration is collaborating with UW Colleges and UW-Extension on this project.

An area of great concern/deficiency is the more than 15 unique telephone system implementations running on five different technology platforms supported by UW Colleges and UW-Extension. Many of these systems and platforms are in various stages of obsolescence. This project focuses on meeting the needs of the students, administration, faculty and staff who have the expectation and requirements of a modern communications system as a baseline industry service.

The current, voice only systems are antiquated and are approaching end of life. Additionally, the systems used by UW Colleges and UW-Extension are significantly inadequate, problematic and detrimental to the daily operation of the institutions. These systems are not sustainable and provide no opportunity to integrate with new communication technologies, other business critical services, nor do they allow UW Colleges or UW-Extension to operate as a single institution. Moving to a Voice over IP (VoIP) system will provide a single, more stable and current telecommunications platform, allow for future use of unified communication technology, and significantly improve the ability to be responsive to the increasing growth and demand of the UW Colleges campuses and UW-Extension Divisions. Additionally, a VoIP solution will provide E911, emergency services and paging services across all UW Colleges campuses, which are currently unavailable to some of them. VoIP is the commodity technology for enterprise voice communication and will be used as a strategic technology foundation to build upon.

Strategic Business Drivers for the Project:

- **Replace Aging Systems**
 - More than 15 unique aging telephone systems are currently used across UW System, UW Colleges, and UW-Extension. Most of these systems have, or soon will, reach their end of life and no longer meet the needs of students, administration, faculty and staff. Some of these systems are so old they can no longer be supported and if they were to fail, it is questionable if they could be fixed.
- **Improve Emergency Notification**
 - Improving the emergency notification functionality and capabilities throughout the UW System has taken on increased importance with the dangerous incidents that have been occurring around the country. The UW campuses are just as vulnerable to these types of attacks and must have the tools in place to respond when a situation on campus occurs. The objective is to add E911 functionality that will allow emergency responders to pinpoint the location of the emergency on campus to enhance response times and management of emergencies.
- **Unified Communications & Functionality Modernization**
 - Some of the UW Colleges campuses do not have voice mail systems of their own and rely on county services to provide this service. Many of the UW Colleges campuses and some of the UW-Extension offices use telephone systems that cannot be integrated with their e-mails systems. UW Colleges and UW-Extension would like to provide equal

functionality to all of its locations and a single location for messages by delivering voice mail messages to the end-user's e-mail box if they so choose. Additionally, the use of a single unified communications system will increase collaboration across the institution(s). Lastly, the solution must offer call center management functionality and integrate with the Salesforce CRM used by CEOEL.

Overall the objectives are; to implement a single, unified telecommunications solution; improve emergency communications and responsiveness by providing E911 and emergency services; provide modern telecommunications functionality and services to UW System, UW Colleges Campuses and UW-Extension Divisions; and implement a communications technology platform that positions UW System, UW Colleges and UW-Extension for future growth.

Project Scope:

For the past several years, UW Colleges campuses and some UW-Extension divisions have expressed concern about their aging phone systems. Beginning in 2014 and going through early 2016, an assessment and information gathering exercise was conducted to ascertain the status of the multiple phone systems. The assessment confirmed the concerns expressed by the campuses and divisions and uncovered other phone systems that were approaching obsolescence. Additionally, the consolidation of services resulting from the FY15-FY17 budget cuts highlighted the staffing challenges associated with providing telephone support across the UW Colleges. Also during this time, AT&T announced that the Centrex phone system used by many of the state institutions would not be supported after 2020 and last year DOA renegotiated the AT&T contract, which resulted in a cost increase of Centrex lines.

The completion of the UW Colleges Campus Network Infrastructure Project (CNIP) in December 2016 addressed concerns identified prior to 2014 regarding the ability of UW Colleges campus networks to support future network requirements. In anticipation of the network improvements associated with the CNIP project, planning began for implementation of a VoIP solution to replace the aging phone systems through UW Colleges and UW-Extension and to unite both institutions under one phone system, thus reducing support and long distance costs. UW System requested to be included in the VoIP project because many of the UW System offices are located in the same buildings and UW-Extension in the Madison area. UW Colleges, UW-Extension and UW System approved the project in November 2016.

Project Timeline: December 2016 - July 2019

Project Budget: \$2,719,598

Project ROI: UW System – 2 years, 2 months; UW Colleges – 5 years, 1 month; UW-Extension – 1 year, 9 months; overall – 2 years, 9 months

Source of Funds: UW System (12%), UW Colleges (53%), UW-Extension (35%). Although initial capital is required at the beginning of the project, the project will ultimately pay for itself from the savings realized through lower ongoing operating costs as reflected in the ROI above.

Project Dashboard: (See Appendix 1 for dashboard definitions)

Project Status Dashboard:	Green	Yellow	Red
Schedule Status <ul style="list-style-type: none"> Project was extended 11 months beyond the original date but completed its tasks by the revised timeframe (June 2019), thus the “green” status. 	X		
Scope Status	X		
Budget Status	X		
Other Issues (Staffing, Risks, etc.)	X		

Status of Planning and Documentation:

	Status
Governance Structure	Completed
Project Charter	Completed
Communication Plan	Completed
Project Plan	Completed
Project Budget	Completed
Quality Assurance Plan	Completed

The necessary network cabling installations and uncoupling of security and safety analog lines at some 2-year campuses are complete.

All remaining project tasks are complete. The final port requests are submitted to AT&T. The project will move to 100 percent complete once AT&T finishes the porting of the remaining analog numbers to the VoIP service. This typically takes 30-45 days.

Appendix 1: Project Dashboard Definitions:

Project Status Category Descriptions
<p>Schedule Status (refers to target implementation date of phase or project)</p> <p>Green – Indicates that the project or phase will be completed on target or on the planned date.</p> <p>Yellow – Indicates that the project or phase <u>may be falling behind</u> and work needs to be done to determine if the project can recover and still complete on the scheduled date or if adjustments must be made to the schedule date.</p> <p>Red – Indicates that the project or critical tasks <u>have fallen behind</u> schedule and corrective action must be taken to make the scheduled date or the scheduled date must change.</p>
<p>Scope Status</p> <p>Green – We have not changed the scope in any way that will keep the implementation from meeting the objectives planned for the project.</p> <p>Yellow – The scope of the project has increased. Budget and implementation date are impacted by < 10%. Or the scope of the project has decreased but objectives are not substantially impacted.</p> <p>Red – The scope of the project is under review and changes are being requested that will mean the implementation will not meet the project objectives in some substantial way or doing them later will increase cost 10% or more above the original total cost of the project approved by the sponsors.</p>
<p>Budget Status</p> <p>Green – Currently on target with project budget.</p> <p>Yellow – Project is over budget by 10 – 25%.</p> <p>Red – Project is over budget by 25% or more.</p>
<p>Other Issues (Staffing, Risks, etc.)</p> <p>Green – No staffing, Risks, or other issues/concerns exist.</p> <p>Yellow – Staffing concerns/issues exist that need to be monitored and possible adjustments made. Key staff departing. One or more risks or other issues may be surfacing which need to be monitored and contingency plans developed.</p> <p>Red – Staffing concerns/issues exist and will impact project schedule, budget, deliverables, risks, etc. Key staff lost. One or more risks or other issues have surfaced and will have an impact on budget, deliverables, staffing, scope, and/or schedule. Corrective action must be taken or contingency plans executed.</p>

UW VICE PRESIDENT FOR ADMINISTRATION: REPORT

EXECUTIVE SUMMARY

BACKGROUND

In October 2017, University of Wisconsin (UW) System President Ray Cross announced a proposal to restructure the University of Wisconsin Colleges and University of Wisconsin-Extension, integrating UW Colleges campuses with UW four-year institutions, and assigning divisions within UW-Extension to UW-Madison and UW System Administration. The impetus for President Cross's restructuring proposal included declining enrollment projections due to Wisconsin's changing demographics, as well as the need for closer alignment between research and practice.

In November 2017, the Board of Regents approved President Cross's restructure proposal with the adoption of Resolution 10956. This resolution joined each of the UW Colleges' 13 campuses with a four-year UW System institution, and joined the UW-Extension's Cooperative Extension Division and the UW-Extension Conference Centers with UW-Madison. The remaining divisions within UW-Extension – the Division of Business and Entrepreneurship, the Division of Broadcasting and Media Innovations, and the Division of Continuing Education, Outreach, and E-Learning, as well as UW Colleges Online – were moved to UW System Administration.

Since that initial resolution, the Board of Regents, through its Executive Committee, approved additional restructuring actions. In January 2018, all UW institutions were authorized to offer the Associate of Arts & Sciences degree in the Online format effective July 1, 2018, as a Collaborative Online Degree Program. In addition, UW-Milwaukee was authorized to offer the Associate of Arts & Sciences degree in the Flex format. In February 2018, the Executive Committee approved moving Wisconsin Public Radio, Wisconsin Public Television, and UW-Extension's Department of Labor Education to UW-Madison, effective July 1, 2018.

In August 2016, the Board of Regents adopted Resolution 10743 approving the proposed UW System Strategic Framework, entitled "UW System 2020FWD Moving Wisconsin and the World Forward," and authorized the System President to make any necessary technical revisions or corrections prior to final publication. This framework included four focal points: the educational pipeline, the university experience, business and community mobilization, and operational excellence.

The operational excellence focal point emphasizes the need to aggressively pursue opportunities to save resources, maximize efficiency, and support excellence. Among these efforts are the

CORE Initiative (Commitment to Operational Reform and Excellence), which was initially presented to the Board in June 2016. The goal of CORE is to focus on non-instructional operations, with standardization, consolidation, and streamlining used to reduce administrative cost and improve results through efficiencies and effectiveness.

REQUESTED ACTION

This item is presented for information only.

DISCUSSION

UW System Restructuring Update

Phase 1 (July 1, 2018 – June 30, 2019) of the UW Colleges and UW-Extension Restructuring was completed June 30, 2019, and Phase 2 (July 1, 2019 – June 30, 2020) started. The Comprehensive Roadmap, developed in February 2019, continues to guide the work at receiving institutions and UW System. Highlights from the end of Phase 1 include:

- Round 2 of campus milestone gates/check-in meetings were completed
- UWCX Management Plan FY20 finalized
- Phase IV Student Information System cutovers happened successfully
- Student Information System budget and timeline confirmed through October 2019 end date
- Branch campus website transitions confirmed
- Archiving oral histories began

Several services being provided under the MOUs with receiving institutions continue into July and August. Specifically, several information technology transitions will take place as the summer session is completed at the branch campuses. In addition, milestones on the student information system work continue into early October 2019.

Phase 2 was outlined to the Higher Learning Commission (HLC) in the initial January 2018 substantive change proposal. The below paragraph summarizes that commitment as shared with the HLC:

“In year two of the restructuring project, the regional and centralized student and administrative services of the UW Colleges will be integrated into the branch campus and receiving institutions by their regional planning teams.” (page 20)

Project Management Update

The activities assigned to the Project Management Office (PMO) established for the restructuring project have expanded as timelines and resource needs have been confirmed. The PMO is now supporting nine additional UW System Administration projects, including the Education

Advisory Board- Student Success Collaborative initiative, Procurement Automation (a project under development), and Title and Total Compensation. Providing the formal project management structure and discipline to these and other UW System Administration projects is intended to improve the overall outcomes of each and ensure that budgets, schedules, and scopes are defined and managed in order to achieve intended results in support of the UW mission.

UW-Shared Services

The UW-Shared Services Customer Council met June 17, 2019 to review progress on service development and deployment, an additional service request, and redefining an existing service based on work to date.

Soft Launch and tactical services have been provided 22 different cases now, up from five in May 2019. These include time and leave administration, investigations, student information system support, and procurement services. Nine institutions, as well as UW System Administration, have received these services based on their requests for support. These align with the Conceptual Roadmap for UW-Shared Services and allow for testing of service design and development.

RELATED REGENT POLICIES

None.