

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Business & Finance Committee

Thursday, February 9, 2023

10:30 a.m. – 12:00 p.m.

Varsity Hall I, 2nd Floor
Union South, UW-Madison
1308 W. Dayton Street
Madison, Wisconsin
& via Zoom Videoconference

- A. Calling of the Roll
- B. Declaration of Conflicts
- C. Approval of the Minutes of the December 8, 2022 Joint Meeting of the Audit Committee and Business & Finance Committee
- D. Approval of the Minutes of the December 8, 2022 Meeting of the Business & Finance Committee
- E. UW-Madison Presentation - "Finance and Administrative Opportunities for UW-Madison"
- F. UW System Status Report on Large/High-Risk Information Technology Projects
- G. UW System Report on Strategic Plans for Major Information Technology Projects
- H. UW System Amendment to Service Agreement with Huron Consulting Group, Inc.
- I. UW-Madison Contractual Agreement with Huron Consulting Services LLC
- J. UW-Superior Contractual Agreement with Algoma Central Corporation
- K. UW-Superior Contractual Agreement with Algoma Central Corporation
- L. UW-Superior Contractual Agreement with The Interlake Steamship Company

Thursday, February 9, 2023

UW-MADISON PRESENTATION – “FINANCE AND ADMINISTRATIVE OPPORTUNITIES FOR UW-MADISON”

REQUESTED ACTION

For information only.

SUMMARY

The presentation will provide an overview of UW-Madison’s progress on supporting the mission of the university through an intentional focus on generating additional revenues and improving operations. Accomplishments related to student success and research will be noted, as will the very competitive market in which UW-Madison exists. Future opportunities for furthering the mission exist and challenges mean that we cannot be complacent and there is a high degree of fragility.

Presenters

- Rob Cramer, Vice Chancellor for Finance and Administration, UW-Madison
- David Murphy, Associate Vice Chancellor for Finance, UW-Madison

February 9, 2023

UW SYSTEM STATUS REPORT ON LARGE/HIGH-RISK INFORMATION TECHNOLOGY PROJECTS

REQUESTED ACTION

Adoption of Resolution F., approving submission of the required reports to the legislative Joint Committee on Information Policy and Technology.

Resolution F. That, upon the recommendation the President of the UW System, the UW System Board of Regents approves: (1) the UW System Status Report on Large/High-Risk Information Technology Projects dated February 9, 2023; 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.](#)

SUMMARY

The Status Report on the Large/High-Risk Information Technology Projects provides the Board of Regents with the information it needs to execute appropriate oversight over the large and high-risk IT projects across the UW System.

Presenter

- Steven Hopper, Associate Vice President for the Office of Learning and Information Technology and Chief Information Officer, UW System Administration

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.

Attached is a dashboard along with individual progress reports on the UW System’s major information technology projects. There are ten (10) major projects to report.

	Institution	Project Name	Milestone since Aug. 2022 BOR Meeting
1	UW-Madison	Campus Access Controls Replacement	Schedule Extended
2	UW-Madison	DOA Datacenter Migration	Schedule Extended
3	UW-Madison	Point of Sale and Related Systems	Approved by Regents
4	UW-La Crosse	Wireless Network Refresh	None to Report
5	UW System	Administrative Transformation Program (ATP)	Architect Phase Completed
6	UW System	Enterprise Analytics Platform (EAP)	Increased Scope
7	UW System	Enterprise Identity Platform (EIP)	Initiated
8	UW System	Hybrid Cloud Adoption for UWL and UWSA	None to Report
9	UW System	Procure-to-Pay Automation Project (P2P)	Completed Under Budget
10	UW System	SIS Consolidation	Campus Cohort Completed

The overall portfolio totals \$251 million, which is a 3.2% decrease from the \$259 million reported at the August 2022 Board of Regents meeting. This decrease can be attributed to the closing of five (5) projects at the August 2022 meeting. Since the last update, the following project has successfully completed:

- UW System completed the Procure-to-Pay Automation Project (P2P), which has accelerated the end-to-end completion of the purchasing workflow while improving the quality of data and strengthening the overall integrity of the process. Some features were removed from the project scope and transitioned to ongoing operations, but adjustments do not substantially affect the overall objectives of the project. The project completed \$342,000 under budget and within the revised timeline.

While the major disruptions from COVID-19 appear to have passed, there are lingering effects continuing to impact the portfolio projects: 1) supply-chain disruption impacts the ability to acquire hardware and 2) increasing challenges in hiring highly-skilled technical talent. The following seven (7) projects have had noteworthy updates since the August 2022 Board of Regents meeting:

- UW-Madison’s Campus Access Controls Replacement project extended the schedule to June 2023 (from October 2022) because it was not able to receive shipments of

control boards due to the supply chain disruption. This extension will not increase the cost of the project since the agreement with the vendor is a fixed-price contract.

- UW-Madison's DOA Datacenter Migration project extended the schedule to June 2023 (from December 2022) because it was not able to receive shipments of server racks and networking equipment due to the supply chain disruption. This extension will not increase the project budget, which is currently \$193,000 under budget.
- UW-La Crosse's Wireless Network Refresh project is at risk of extending the schedule beyond the original plan of June 2023 because the equipment was delayed to January 2023 (from November 2022). This delay means the project team was unable to install the equipment over the holidays while the dorms were unoccupied. The next available window for installation is at the conclusion of the Spring semester. The team is exploring alternatives to keep the project on schedule.
- UW System's Administrative Transformation Program (ATP) project successfully completed the Architect phase on time in December 2022 and has transitioned to the Configure & Prototype phase with the overall project on schedule and projecting under budget. Based on knowledge gained during the Architect phase, project leadership is modifying key performance indicators (KPIs) around how project status is tracked, and the Executive Sponsors established a *portfolio management* methodology to identify, resolve, and monitor gaps between ATP and related projects. After the resignation of the Executive Director, the Executive Sponsors are working through a leadership transition to keep the project moving forward with minimal disruption. The project is continuing to experience difficulties hiring key positions, which is being addressed by requesting increased consulting resources via a separate contract amendment.

Executive sponsors are also monitoring campus-level resource constraints and concerns and working with the campuses to formalize their resource plans and supplement resources to ensure daily operations continue to be successful while the project activities impacting campus staff accelerate.

- UW System's Enterprise Analytics Platform (EAP) project completed its negotiations and signed the vendor contract in September 2022 and formally initiated the project in October 2022. After discovering critical gaps between EAP and ATP, the project team increased EAP scope to include a more robust data lake that will serve as the underlying platform for both the data warehousing and the integration needs of ATP. Data sets for budget and research administration were also added to the scope. None of these scope increases are expected to increase the project budget as they affect assignments of existing resources instead of vendor or consulting costs.

- UW System's Hybrid Cloud Adoption for UW-La Crosse and UWSA project is experiencing minor delays of intermediate milestones due to staffing vacancies, supply chain delays, and vendor availability. Project leadership is monitoring the situation, but currently not expecting an overall extension of the full project.
- UW System's SIS Consolidation project successfully completed migrations for UW-Stevens Point and UW-Stout. UW-Superior is on track for go-live in February 2023.

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

Related Policies

- [Section 36.59, Wis. Stats.](#), "Information Technology"
- [Regent Policy Document 25-4](#), "Strategic Planning and Large or High-Risk Projects"

ATTACHMENTS

- A) Dashboard for the Large/High-Risk Information Technology Projects
- B) Progress Reports for the Large/High-Risk Information Technology Projects

LARGE/HIGH-RISK INFORMATION TECHNOLOGY PROJECTS

ROW	Milestone Since Last BOR Meeting	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	Schedule Extended	Campus Access Controls Replacement	September 2019	May 2022	June 2023	\$ 6,051,423						Supply chain issues on the control boards have persisted and will require an extension of the project to June 2023. This extended schedule does not increase project cost as the contract with the vendor is a fixed-price contract.
2	Schedule Extended	DOA Datacenter Migration	August 2020	December 2022	June 2023	\$ 1,275,394						Supply chain issues with the delivery of server racks and network equipment have slowed progress and will require a schedule extension to June 2023. This extension will not increase the project budget, which is currently \$193k under budget.
3	Approved by Board of Regents	Point of Sale and Related Systems	January 2023	December 2023		\$ 3,300,000						The project was approved by the Board of Regents in November 2022. The team is initiating the project and will provide updates in future reports.
4	None to Report	Wireless Network Refresh	May 2022	June 2023		\$ 2,400,000						Due to continued supply chain disruption, the network equipment was delayed from November 2022 to January 2023, which means the window to replace the equipment in the dorms while unoccupied was missed. The next available window for replacement is at the conclusion of the Spring term. The project team is exploring alternative options to keep the project on schedule, but the schedule may extend due to this delivery delay.
5	Architect Phase Completed	Administrative Transformation Program (ATP)	January 2021	July 2026	December 2024	\$ 212,000,000	\$ 211,866,117					<p>The Architect phase successfully completed in December 2022, and the project transitioned to the Configure & Prototype phase, which is expected to complete in June 2023. The overall project is on track with the current project plan and is currently projecting under budget. Based on the information learned during the Architect phase, the project identified several key gaps that, that while not formally part of the ATP project scope, would negatively impact successful adoption.</p> <p>Based on this new information, the Executive Sponsors established a portfolio management methodology to identify, monitor, and support these interconnected projects/gaps along with modifying the KPIs around how the project is tracked. Following the resignation of the Executive Director in January 2023, the Executive Sponsors are working through a leadership transition to keep the project moving forward with minimal disruption. Project leadership is also monitoring campus-level resource concerns as this effort will become more significant in the coming 18 mos</p>
6	Increased Scope	Enterprise Analytics Platform (EAP)	October 2022	June 2025		\$ 3,800,000						<p>The vendor contract was signed in September 2022, and the project was formally initiated in October 2022. In close collaboration with the ATP reporting team, the project team increased its scope to eliminate several key gaps that were not fully handled by either project.</p> <p>Specifically, a more robust data lake was added to the scope, and it will serve as the underlying technology used by the ATP portfolio of projects to deliver data to ancillary applications. Budget data and research administration data sets were also added to the scope of the data warehouse. These scope increases are not expected to increase the cost as it affects the assignments of existing resources instead of new vendor costs.</p>
7	Initiated	Enterprise Identity Platform (EIP)	January 2023	June 2025		\$ 5,500,000						The project was approved by the Board of Regents in December 2022 with the contracts completed by the end of 2022. The project is being initiated in January 2023, and the project team will provide updates in future reports.
8	None to Report	Hybrid Cloud Adoption for UWL and UWSA	February 2022	December 2023		\$ 2,000,000						The project team is experiencing minor delays of intermediate milestones due to staffing vacancies, supply chain delays, and vendor availability. Project leadership is continuing to monitor and adjust as needed but are currently not expecting an extension of the overall project schedule.
9	Completed Under Budget	Procure-to-Pay Automation Project (P2P)	August 2019	April 2022	October 2022	\$ 11,346,497	\$ 11,004,589					The project completed within the revised timeline and under the original budget allocation by \$342k. The following features have been removed from the project scope and transitioned to ongoing operations: recurring invoice capabilities, updates to supplier diversity characteristics, process redesign for IT commodities, and remaining deployments of the Research Material Management module. These scope transitions do not substantially affect the overall objectives of the project.
10	Campus Cohort Completed	SIS Consolidation	January 2021	June 2023		\$ 3,317,768						The migrations for UW-Stevens Point and UW-Stout completed in July 2022 and January 2023 respectively. Migration for UW-Superior is underway and on track for completion in February 2023. The project is an estimated \$240k under budget.

Total Scoped Budget \$ 250,515,291

PROGRESS REPORTS FOR THE LARGE/HIGH-RISK INFORMATION TECHNOLOGY PROJECTS

Campus Access Controls Replacement



Milestone

Schedule
Extended

Description: A project to replace the 15-year-old system that controls the electronic door locks across the UW-Madison campus.

Impact: Over 4,000 doors will be migrated to a more sustainable and extendible solution to improve overall physical security.

Notes: Supply chain issues on the control boards have persisted and will require an extension of the project to June 2023. This extended schedule does not increase project cost as the contract with the vendor is a fixed-price contract.

Timeline

Sept. 2019 – June 2023
(extended from Oct. 2022)

Budget

\$6,051,423

Source of Funds

Internally Available
to UW-Madison

Current Status:

Schedule
Scope
Budget
Other

DOA Datacenter Migration



Milestone

Schedule
Extended

Description: The project to move enterprise data center operations at UW-Madison to the Department of Administration's (DOA) commercial quality data center.

Impact: Existing equipment will be physically moved from existing UW-owned datacenters, which will complete the shift from a capital expense (CapEx) model to an operating expense (OpEx) model to increase flexibility and efficiency.

Notes: Supply chain issues with the delivery of server racks and network equipment have slowed progress and will require a schedule extension to June 2023. This extension will not increase the project budget, which is currently \$193,000 under budget.

Timeline

Aug. 2020 – June 2023
(extended from Dec. 2022)

Budget

\$ 1,275,394

Source of Funds

Internally Available
to UW-Madison

Current Status:

Schedule
Scope
Budget
Other

Point of Sale and Related Systems



Milestone
Approved
by Board of
Regents

Description: Expand upon the current point of sale (POS) and related systems contract to replace existing point of sale hardware and add additional mobile capabilities. Integrated solutions support all UW-Madison dining and retail operations.

Impact: Provide the capability for enhanced PCI secure cashier and self-service POS hardware and software, expand current mobile ordering solutions, mobile credit solution, user account management site and transition from plastic ID cards (Wiscard) to a mobile solution.

Notes: The project was approved by the Board of Regents in November 2022. The team is initiating the project and will be provide updates in future reports.

Timeline
January 2023 -
December 2023

Budget
\$3,300,000

Source of Funds
Internally Available
to UW-Madison

Current Status:
Schedule
Scope
Budget
Other

Wireless Network Refresh (UWL)



Milestone

None to Report

Description: Increase wireless capacity and improve reliability by replacing aging and end-of-life equipment to support the growing demand of wireless across the campus. This project will focus on the switches that support the wireless services.

Impact: Maintain the growing use of wireless access to support students in the classroom, help maintain a secured environment, and support any emergency notifications when needed. Providing adequate and consistent service is critical, especially with the number of students living on campus.

Notes: Due to continued supply chain disruption, the network equipment was delayed from November 2022 to January 2023, which means the window to replace the equipment in the dorms while unoccupied was missed. The next available window for replacement is at the conclusion of the Spring term. The project team is exploring alternative options to keep the project on schedule, but the schedule may extend due to this delivery delay.

Timeline

May 2022 – June 2023

Budget

\$2,400,000

Source of Funds

Federal Higher Education
Emergency Relief Fund
(HEERF)

Current Status:

Schedule
Scope
Budget
Other

Administrative Transformation Program (ATP)



Milestone

Architect
Phase
Completed

Description: A multi-year program that will work across the UW System to address the current complexity and build an administrative infrastructure for the future.

Impact: The program will streamline policies, standardize processes, organize roles, and modernize technology with cloud-based enterprise resource planning (ERP) software. The project scope includes implementing both Workday and the Huron Research Suite solutions.

Notes: The Architect phase successfully completed in December 2022, and the project transitioned to the Configure & Prototype phase, which is expected to complete in June 2023. The overall project is on schedule and is currently projecting under budget.

Based on the information learned during the Architect phase, the project team identified several key gaps that, while not formally part of the ATP project scope, would negatively impact the UW institution's ability to successfully adopt Workday and the Huron Research Suite. Based on this new information, the Executive Sponsors established a portfolio management methodology to identify, monitor, and support these interconnected projects/gaps along with modifying the KPIs around how the project is tracked.

Following the resignation of the Executive Director in January 2023, the Executive Sponsors are working through a leadership transition to keep the project moving forward with minimal disruption.

Project leadership is also monitoring campus-level resource concerns as this effort will become more significant in the coming 18 months. Executive Sponsors are now partnering with campuses to formalize their resource plans and supplement resources to ensure both daily operations and project implementation can happen concurrently. The project is also having trouble hiring key personnel and is addressing with increased consulting resources.

Timeline

Jan. 2021 – Dec 2024
(revised from July 2026)

Budget

\$211,866,117
(decreased from
\$212M)

Source of Funds

Internally Available
to UW-Madison and
the UW System
+
DOA's Master
Lease Program

Current Status:

Schedule
Scope
Budget
Other

Enterprise Analytics Platform (EAP)



Milestone

Increased Scope

Description: Establish a data analytics infrastructure that can be leveraged for the longitudinal data warehousing needs of the Administrative Transformation Program (ATP) in a manner that will be expandable to campuses for other student-centric uses.

Impact: Provide the capability for participating campuses to integrate their HR data, financial data, student data, learner data, and other local datasets to improve data-informed decision-making.

Notes: The vendor contract was signed in September 2022, and the project was formally initiated in October 2022. In close collaboration with the ATP reporting team, the project team increased its scope to eliminate several key gaps that were not fully handled by either project.

Specifically, a more robust data lake was added to the scope, and it will serve as the underlying technology used by the ATP portfolio of projects to deliver data to ancillary applications. Budget and research administration data sets were also added to the scope of the data warehouse.

These scope increases are not expected to increase the cost as it affects the assignments of existing resources instead of new vendor costs.

Timeline

Oct 2022 – June 2025

Budget

\$3,800,000

Source of Funds

Internally Available to the UW System

Current Status:

Schedule
Scope
Budget
Other

Enterprise Identity Platform (EIP)



Milestone

Initiated

Description: Establish Okta as a system-wide identity and access management platform to simplify the of sharing digital identities/ accounts to reduce technical debt, minimize barriers to collaboration, and better adapt to modern cloud architectures.

Impact: Simplifies access for campus users for system-level applications, streamlines the flow of identity information between UW System and the UW institutions, improves campus-level identity management practices, and enables durable relationships with students, faculty, and staff through social identities.

Notes: The project was approved by the Board of Regents in December 2022 with the contracts completed by the end of 2022. The project is being initiated in January 2023, and the project team will provide updates in future reports.

Timeline

Jan 2023 – June 2025

Budget

\$5,500,000

Source of Funds

Internally Available to the UW System

Current Status:

Schedule
Scope
Budget
Other

Hybrid Cloud Adoption for UW-La Crosse and UWSA



Milestone

None to Report

Description: A project to consolidate UW-La Crosse (UWL) and UW System Administration (UWSA) servers and storage into a unified service leveraging UW-Madison's Hybrid Cloud infrastructure.

Impact: This project will establish a scalable IT infrastructure service available to all comprehensive UW institutions that will shrink the information security attack surface, lower the cost of IT infrastructure, improve disaster recovery, and increase resilience to staff turnover. The project will also be a forcing-function to clean up technical debt and ensure systems are properly monitored, supported, and patched henceforth.

Notes: The project team is experiencing minor delays of intermediate milestones due to staffing vacancies, supply chain delays, and vendor availability. Project leadership is continuing to monitor and adjust as needed but are currently not expecting an extension of the overall project schedule.

Timeline

Feb 2022 – Dec 2023

Budget

\$2,000,000

Source of Funds

Internally Available to the UW System

Current Status:

Schedule
Scope
Budget
Other

Procure-to-Pay Automation Project (P2P)



Milestone

Completed
Under
Budget

Description: A project to transform purchasing and accounts payable systems and business process across the UW System.

Impact: The P2P project will significantly improve the end-user experience by making it easier to place and track orders. It will also improve the quantity and quality of data, process tracking, and strategic sourcing with enhanced one-stop shopping user experiences.

Notes: The project completed within the revised timeline and under the original budget allocation by \$342,000. The following features have been removed from the project scope and transitioned to ongoing operations: recurring invoice capabilities, updates to supplier diversity characteristics, process redesign for IT commodities, and remaining deployments of the Research Material Management module. These scope transitions do not substantially affect the overall objectives of the project.

Timeline

Aug. 2019 – Oct. 2022
(extended from Apr. 2022)

Budget

\$10,804,589
(reduced from \$11,346,497)

Source of Funds

Internally Available
to the UW System
and UW-Madison

Final Status:

Schedule
Scope
Budget
Other

Student Information Systems (SIS) Consolidation



Milestone

Campus
Cohort
Completed

Description: This project will consolidate the Student Information Systems (SIS) for nine (9) institutions (GB, LAC, MSN, OSH, PKS, RF, SP, STO, SUP) into a single infrastructure and service organization.

Impact: Once consolidated, the UW System will collectively save \$1M in annual operating cost while significantly improving its security posture and disaster recovery resilience.

Notes: The migrations for UW-Stevens Point and UW-Stout completed in July 2022 and January 2023 respectively. Migration for UW-Superior is underway and on track for completion in February 2023. The project is an estimated \$240k under budget.

Timeline

Jan 2021 – June 2023

Budget

\$3,317,768

Source of Funds

Internally Available
to the UW System

Current Status:

Schedule
Scope
Budget
Other

February 9, 2023

UW SYSTEM REPORT ON STRATEGIC PLANS FOR MAJOR INFORMATION TECHNOLOGY PROJECTS

REQUESTED ACTION

Adoption of Resolution G., approving submission of the required reports to the legislative Joint Committee on Information Policy and Technology.

Resolution G. That, upon the recommendation of the President of the UW System, the UW System Board of Regents approves: (1) the UW System Report on Strategic Plans for Major Information Technology Projects; 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.](#)

SUMMARY

The Report on the Strategic Plans for Major Information Technology Projects provides the Board of Regents with the information it needs to execute appropriate oversight for the upcoming technology projects for FY 2023-2024 and the projects delegated to UW System President and Chancellors for FY 2022-23.

Presenter

- Steven Hopper, Associate Vice President for the Office of Learning and Information Technology and Chief Information Officer, UW System Administration

BACKGROUND

[Section 36.59, Wis. Stats.](#), requires all UW institutions to adopt and submit to the Board of Regents annual strategic plans for the utilization of information technology no later than March 1st of each year.

[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

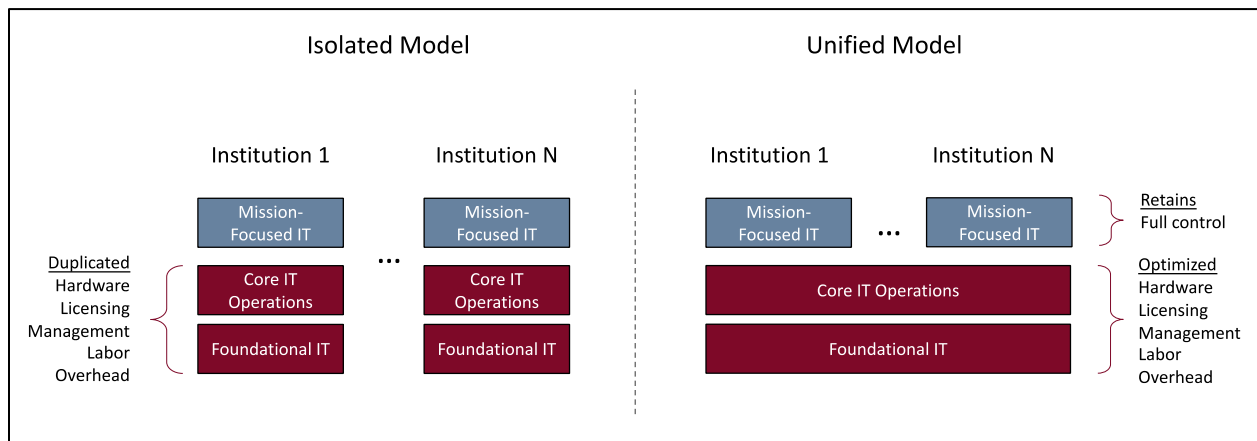
management and reporting requirements related to large or high-risk information technology (IT) projects. Any IT project that exceeds or is projected to exceed \$1,000,000 or is deemed high-risk to the functions of the System or institution requires explicit approval by the Board of Regents before the project can commence or contracts be signed. All other such IT projects have been delegated to the UW System President or Chancellors with a variety of Board reporting thresholds depending on the size and complexity of the institution.

Any IT project that exceeds or is projected to exceed \$1,000,000 or is deemed high-risk to the functions of the System or institution is reported separately in the UW System Status Report on Large/High-Risk Information Technology Projects, which is presented today as agenda item F. For completeness, these large/high-risk IT projects are also included in Attachment A.

IT as a Service Strategy

While there are some key enterprise-wide IT services, most IT resources are managed by the local institution and are deployed in a non-standard manner across the institutions. This decentralized approach to IT decision-making has created duplication and non-standardization across the UW System leading to higher costs that are difficult to sustain at present funding levels.

By rethinking how core IT commodities could be more efficiently and effectively delivered at scale, we can reduce duplication and lower the total cost of IT operations, thus allowing local IT personnel to focus on the mission-differentiating activities. The following figure conceptually illustrates moving from multiple isolated services to a unified core IT as a Service (ITaaS) model that will facilitate broader scale, lower costs, and increased quality.



ITaaS Project Pipeline

Due to the magnitude of the changes, it will take many years to fully realize the ITaaS vision. Over that time, technology will continue to evolve, and business needs will constantly change, which will require continuous adaptation as new needs emerge and new threats surface. Therefore, the UW System has adopted a pipeline of key projects to deliver significant milestones while providing the flexibility to adapt as circumstances dictate. The following table outlines the key project pipeline:

Project / Service	Cost	Completion
Completed since February 2022		
<u>Unified Identity and Collaboration Pre-Planning</u> - Executes a deep discovery of the digital identity and collaboration tool infrastructure at UW institutions to plan and lower the risk of the subsequent consolidation project. The information learned during this process drove the design and business case for the Enterprise Identity Platform (see below).	\$3.5M	Apr 2022
<u>IT Service Management (ITSM) Platform</u> - Unified platform as a baseline for delivering IT, HR, and business services across the UW System. Usage includes help desk and customer support. Platform is now in production at six (6) campuses and UWSA across the three identified areas. Additional institutions plan to join in 2023 as part of ongoing operations and enhancements.	\$655k	Nov 2022
<u>IT Asset Management</u> - Platform for managing IT assets while detecting and responding to threats against those assets in a proactive manner. We are using the ITSM platform described above to collect these assets, which allows for reduced cost and tight integration to customer service activities.	\$0	Mar 2022

Project / Service	Cost	Completion
<p><u>Managed Detection and Response (MDR) Service</u> - Provides remote services to effectively detect and resolve security alerts within participating ITaaS customers through existing enterprise toolsets and resources. Service is now in place for UW-Green Bay, UW-La Crosse, UW-Parkside, and UWSA.</p>	\$0	Oct 2022
<p><u>Information Security Risk Management (ISRM) Service</u> - Provides services and resources to build and maintain local risk management programs at institutions by providing an enterprise tool available to all institutions. In addition to the tool, the ITaaS program provides more in-depth services for the participating campuses: UW-Green Bay, UW-La Crosse, and UW-Parkside.</p>	\$25k	September 2022
In Progress		
<p><u>SIS Consolidation</u> - Consolidates the Student Information Systems (SIS) for 9 institutions into a single infrastructure and service organization to collectively save \$1M in annual operating costs. UW-Green Bay, UW-La Crosse, UW-Madison, UW Oshkosh, UW-Parkside, UW-River Falls, UW-Stevens Point, and UW-Stout are now live on the consolidated platform with only UW-Superior remaining, which is on track to go-live in February 2023.</p>	\$3.3M	June 2023
<p><u>Hybrid Cloud Adoption for UWL and UWSA</u> - Consolidation of UW-La Crosse and UWSA data centers to UW-Madison's hybrid cloud infrastructure and establishment of a unified systems and engineering service for the comprehensive UW institutions.</p>	\$2.0M	December 2023
<p><u>Hybrid Cloud Adoption for UW-Parkside</u> - As of January 2023, UW-Parkside has officially joined the service, and the project team has initiated planning activities to migrate its data center to the Hybrid Cloud, after UWL and UWSA. Out-of-pocket costs are expected to be minimal as new environment was scoped to have some headroom to add campuses without adding additional capacity.</p>	<\$50k	TBD
<p><u>Enterprise Analytics Platform (EAP)</u> - Establish a data analytics infrastructure that can be leveraged for the longitudinal data warehousing needs of the Administrative Transformation Program (ATP) in a manner that will be expandable to campuses for other student-centric uses. UW-Green Bay is the pilot for the student-centric use cases that once successfully implemented will be available to other institutions as an opt-in service.</p>	\$3.8M	June 2025

Project / Service	Cost	Completion
<u>Enterprise Identity Platform (EIP)</u> – Establish a system-wide identity and access management platform to simplify the sharing of digital identities/accounts to reduce technical debt, minimize barriers to collaboration, and better adapt to modern cloud architectures. In the process of being implemented by all non-Madison campuses in staggered cohorts.	\$5.5M	June 2025
<u>Security Operations Center (SOC) Service</u> – Provides remotely delivered, modern security operations center (SOC) capabilities to provide 24x7x365 rapid response to identified security incidents. After exploration and pilots in 2022, the team is ready to select a partner and implement the service for those institutions receiving the MDR solution (UW-Green Bay, UW-La Crosse, UW-Parkside, UWSA).	~\$600k	TBD
For Future Planning		
<u>Network Administration as a Service</u> – Consolidate the management and technical architecture of local area networking (LAN) across the comprehensive UW institutions.	TBD	TBD
<u>Penetration Testing Service</u> - Simulates an authorized cyber-attack on networks and applications to identify weaknesses and the potential areas for unauthorized parties to gain access to the system's features and data.	TBD	TBD
<u>End-user Computing Lifecycle and Helpdesk Services</u> – Standardize and streamline how hardware is procured, distributed to users, and supported across the comprehensive UW institutions.	TBD	TBD

UW System and UW Institution Projects

While ITaaS defines the overall IT strategy for the UW System, there are a variety of IT projects that are outside the ITaaS portfolio but are considered part of the annual IT strategic plan. Some institutions have adopted a more maintenance-oriented posture, whereas others are making new IT investments to enable key capabilities.

Attachment A contains the full list of new projects along with the statutorily required details for each. These new project activities do not encompass all IT activity across the UW System as ongoing operations, end-user support, security monitoring and patching, regularly scheduled hardware replacements, and support of capital renovations are not included. Of note, UW Oshkosh and UW-Superior explicitly submitted empty new project plans because their major projects are related to ITaaS and are already covered by the UW System strategy. Finally, there are several “operational upgrade” projects for UW-Madison

that do not meet the definition of “new projects” but are included for transparency given the relatively high dollar value of the replaced hardware.

Related Policies

- [Section 36.59, Wis. Stats.](#), “Information Technology”
- [Regent Policy Document 25-4](#), “Strategic Planning and Large or High-Risk Projects”

ATTACHMENT

- A) UW System Annual Strategic Plan Project Inventory

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Financial Resources	Staffing Resources	Estimated Budget
	Full project name	Provide a few sentences to describe the project and anticipated benefits	Explain the business need or problem and describe how the project meets the business need or solves the problem. Explain why current IT systems do not meet the business need.	Indicate priority. Completed = Project has already been completed, High=Must be done or there will be a negative business impact in the next 1-2 years, Medium=Should be done, but not urgent, Low=If delayed, it will not cause major business interruption	List impacts within your institution to the business processes, support processes and/or IT processes with the project. Include information on impact to other institutions and/or UW System Administration	Indicate if you will complete the project with funding available within the UW institution or the UW System or whether you will need additional funding (ex - grant, master lease, etc)	Indicate if you will complete the project with only existing staffing resources or if additional staffing resources will be needed (eg - contractors, etc).	Please provide the range of new, out-the-door cost (not opportunity cost of existing personnel) that this project will require.
UW System	Procure-to-Pay Automation Project (P2P)	See the large/high-risk IT projects report for details	See the large/high-risk IT projects report for details	Complete	See the large/high-risk IT projects report for details	Existing	Additional	\$10M +
UW System	SysNet 2020 Network Upgrade	See the large/high-risk IT projects report for details	See the large/high-risk IT projects report for details	Complete	See the large/high-risk IT projects report for details	Additional	Existing	\$5M - \$9.9M
UW System	Unified Identity and Collaboration Pre-planning	See the large/high-risk IT projects report for details	See the large/high-risk IT projects report for details	Complete	See the large/high-risk IT projects report for details	Existing	Additional	\$1M - \$4.9M
UW System	IT Service Management (ITSM) Platform	Provides incident, request and service management capability for the HR, Finance, IT and Information Security teams for systemwide (UWSS) and university teams. Using a systemwide solution allows for a single support location for users at the universities who are using the systemwide solution.	Many universities had contracts expiring for their ITSM or incident management applications. Identifying a platform that could support the shared services and IT service desks using a single enterprise contract reduces the overall cost for the solution and provides a single location for users to access support services for HR, Finance, IT and Information Security support. In the past 2 years, there was a move to Alemba Service Management. The solution did not support the UWS volumes. A new solution, Ivanti Service Management was selected and implemented in 2022.	Complete	Provides service desk capabilities to shared services and IT service desks across UWS.	Existing	Additional	\$500k - \$999k
UW System	ITaaS Information Security Risk Management (ISRM) Platform	Provides services and resources to build and maintain local risk management programs at institutions. This includes security assessment services and upgrading a UW-Madison license for a IS risk management tool to an enterprise license for use systemwide.	Most campuses do point-in-time tracking manually within a spreadsheet, if at all. There is limited automation or ongoing management of the comprehensive risks facing UW institutions.	Complete	Reduces risk exposure by providing the ability to continuously evaluate comprehensive risks (IT Security and others) and make investment decisions based on level of risk across all UW institutions. This is also a foundational solution for ERM across UW System.	Existing	Existing	\$100k - \$249k
UW System	Administrative Transformation Program (ATP)	See the large/high-risk IT projects report for details	See the large/high-risk IT projects report for details	High	See the large/high-risk IT projects report for details	Additional	Additional	\$10M +
UW System	Enterprise Identity Platform (EIP)	See the large/high-risk IT projects report for details	See the large/high-risk IT projects report for details	High	See the large/high-risk IT projects report for details	Existing	Additional	\$5M - \$9.9M
UW System	Enterprise Analytics Platform (EAP)	See the large/high-risk IT projects report for details	See the large/high-risk IT projects report for details	High	See the large/high-risk IT projects report for details	Existing	Additional	\$1M - \$4.9M
UW System	Hybrid Cloud Adoption for UWL and UWSA	See the large/high-risk IT projects report for details	See the large/high-risk IT projects report for details	High	See the large/high-risk IT projects report for details	Existing	Additional	\$1M - \$4.9M

UW System Annual Strategic Plan Project Inventory
FY23 and FY24

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Financial Resources	Staffing Resources	Estimated Budget
UW System	SIS Consolidation	See the large/high-risk IT projects report for details	See the large/high-risk IT projects report for details	High	See the large/high-risk IT projects report for details	Existing	Additional	\$1M - \$4.9M
UW System	Security Operations Center (SOC) Service	Provides centralized security and operations log storage, tier one managed detection and response, and 24/7 MDR coverage and escalation.	The enterprise needs a centralized logging solution to meet policy and improve the efficiency and quality of MDR, Threat Hunting and Incident Investigations.	High	Solves the #1 security risk. Was identified as a critical strategic response to recent cyber incidents. A 24x7 SOC is a top concern of cyber insurance carriers. Greatly improves security posture by offering 24/7 managed detection and response and a centralized log solution. Project scope includes all ITaaS security service customers (Green Bay, La Crosse, Parkside, UWSA).	Existing	Additional	\$500k - \$999k
UW System	Penetration Testing Service	Provides a service that simulates an authorized cyber attack on networks and applications to identify weaknesses and the potential areas for unauthorized parties to gain access to the system's features and data.	Routine penetration testing is not done consistently anywhere in UW System. This service provides visibility into vulnerabilities that may not be known to UW institutions yet could be exploited by an adversary. This service can help to significantly reduce any disruption of operations at any UW institution.	High	Facilitates closing of security gaps (such as basic hygiene practices, patch verification, regulatory compliance requirements, etc.) in the IT environments across all UW institutions.	Existing	Existing	\$100k - \$249k
UW System	Hybrid Cloud Adoption for Parkside	As of January 1, 2023, Parkside joined the Systems and Engineering as a Service, and this project represents the technical work required to shift their existing data center, server, and storage operations to the Hybrid Cloud.	Enables UW-Parkside acquire both the technical and staffing resilience needed to operate a modern digital environment with access to increased scale and efficiency. Project costs are expected to be low due to re-use of existing infrastructure and implementation by current staff.	High	Project will move the core data center and associated staffing operations to the service provided by UW System Administration.	Existing	Existing	\$0 - \$49k
UW System	Privileged Access Management	Provides secure, elevated access to critical assets by authorized users. Provides management and monitoring of these accounts and their access.	UW System needs a capability to provide a central repository for secrets; protect against the accidental or deliberate misuse of privileged access by streamlining the authorization and monitoring of privileged users; control and monitor privileged user access to our most critical data; and prevent privileged account escalation and third-party access issues.	Medium	Protects critical data and systems from unauthorized access and insider threats. Additionally, it assists with policy compliance efforts across all UW institutions.	Existing	Additional	\$100k - \$249k

UW System Annual Strategic Plan Project Inventory
FY23 and FY24

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Financial Resources	Staffing Resources	Estimated Budget
Eau Claire	UWEC.EDU Website Content Management System (CMS) Refresh	Updating our in-house CMS to Drupal platform along with a new content strategy and content design for the UWEC.EDU public website.	UW-Eau Claire needs a more responsive and easy to use CMS for our public website. The website also needs to be cleaned up with a new content strategy, new design, and new governance model. The campus will be leveraging an outside company for part of the CMS development, content strategy, and content design.	High	Our website is our primary marketing tool used to recruit students. The major impact is in the division of Enrollment Management along with our Integrated Marketing & Communication (IMC) and Learning & Technology Services (LTS) unit. The entire campus as a whole will be impacted as we leverage other existing tools for more internal communication to faculty, staff, and current students.	Existing	Additional	\$250k - \$499k
Eau Claire	County Materials Complex - Sonnentag Building Project	Replacement of our outdated Zorn Arena with a new state of the art building that includes basketball, Blugold Athletics, a partnership with Mayo, and a 100-yard fieldhouse.	Primary large building control systems in Zorn are starting to fail and the building is 70+ years old.	Medium	As it relates to UWEC IT services, the major impact is procurement and installation of all the hardware and technology.	Existing	Existing	\$500k - \$999k
Eau Claire	Exploring VoIP Solutions	Migrate to new VoIP service for campus.	Cisco Call Managers are up for rotation. The question is to stay with Cisco or move to Microsoft Teams. Either way there is a cost past just hardware rotation.	Medium	VoIP service is used by all of campus. The impact will be across the campus for all users.	Existing	Existing	\$50k - \$99k
Green Bay	Branch Campus Phone Transition to UWGB	Due to changes at UWSS they will no longer be able to support phone services at the branch campuses. This project will move phone traffic through GB and/or relocate all phone services to GB	Required due to UWSS support changes	Complete	Local to UWGB	Existing	Existing	\$50k - \$99k
Green Bay	E-Sports Lab	Creation of a e-sports gaming lab in our student union. The e-sports lab has been very popular with our students and has added to student engagement and enrichment on campus.	This is a new implementation requiring additional infrastructure and hardware	Complete	Local to UWGB	Existing	Existing	\$50k - \$99k
Green Bay	Student Housing System	Conversion of RMS Mercury application to StarRez solution. The new application provides a more stream-lined solution for students in our residence halls.	Upgrading the current tool will require as much work as moving to a more user friendly platform.	Complete	Local to UWGB (all campus locations)	Existing	Existing	\$50k - \$99k
Green Bay	Transact Register Replacement or Migration to Transact Cloud	Existing Transact registers are no longer supported after October 2021. Replacement is required either on the existing POS system or moving to the Transact cloud	Registers are used for a variety of retail transactions throughout the university, including food service.	Complete	Local to UWGB	Existing	Existing	\$50k - \$99k
Green Bay	Weidner Center Projection Improvements	Replace the end of life projection equipment that was installed when the building was built	The equipment is unreliable and cannot support the many important programs that occur in the space	Complete	Local to UWGB	Existing	Existing	\$50k - \$99k

UW System Annual Strategic Plan Project Inventory
FY23 and FY24

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Financial Resources	Staffing Resources	Estimated Budget
Green Bay	Continuing Education Customer Management & State Registry Contract Management System	Begin implementation for a new software solution for Continuing Education that will better fit their needs and student support. This project will impact many different kinds of non-traditional students our Continuing Education Department including adult learners and high School students attending UWGB.	Continuing Education needs a flexible, highly efficient platform to attract and retain students; and to manage the health registry state contract.	High	Local to UWGB	Existing	Additional	\$250k - \$499k
Green Bay	Digital Experience Platform Launch	Replacement of our current Web Content Management System with Digital Experience Platform software. This project will directly impact our Marketing and University department and various content writers. This will indirectly impact the entire university.	The University web site is the front door to the institution. Strategically important for recruitment and growth. Replacement will move from a traditional CMS platform to a Digital Experience. An example is the website will be able to customize a user's experience based on their identified interests.	High	Local to UWGB (all campus locations)	Existing	Additional	\$250k - \$499k
Green Bay	Wireless Access Points and Controllers	Upgrade all the wireless access points to supported hardware and increase service.	Refresh needed to maintain wireless services and capacity, especially with the addition of more laptops and devices. Failures lead to network and WIFI outages.	High	Local to UWGB	Existing	Additional	\$250k - \$499k
Green Bay	Switch replacements and hardware transfer to branches	Begin replacement of closet switches that are nearing EOL and rotate them to the branch campuses where equipment is EOL. This will minimize network failures and outages at all of our locations.	Branch switching hardware is EOL. Failures lead to network and WIFI outages.	High	Local to UWGB	Existing	Existing	\$100k - \$249k
Green Bay	Wiring Project	Predecessor to the Switch Replacement project. Wire needs to be run to increase the number of switches and AP	Network access for students and faculty. Failures lead to network and WIFI outages.	High	Local to UWGB	Existing	Additional	\$50k - \$99k
Green Bay	Technology for Hyflex Classes	Upgrade classroom technology in 30 total classrooms and add enhancements to 8 of those classrooms to allow for increased distance education capabilities at all campus locations. Impacts students' learning by modernizing the technology capabilities for face-to-face classes, as well as providing increased opportunity for students to access classes virtually.	Allow students choice on attending class in person or online. Existing standard technology is aging and many current classrooms do not support distance education options for students.	High	Local to UWGB (all campus locations)	Existing	Additional	\$750k - \$1M
La Crosse	Network Infrastructure Refresh	See the large/high-risk IT projects report for details	See the large/high-risk IT projects report for details	High	See the large/high-risk IT projects report for details	Existing	Additional	\$1M - \$4.9M
La Crosse	Document Imaging - upgrade	A feature of our current document imaging system is no longer supported by the vendor. This feature provided an effective means to scan documents and update our Student Information System (Peoplesoft).	Without this feature, we will have to manually process these documents which would greatly reduce our ability to process documents such as Financial Aid applications.	High	All administrative offices that scans, stores, and retrieves documents.	Existing	Additional	\$100k - \$249k

UW System Annual Strategic Plan Project Inventory
FY23 and FY24

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Financial Resources	Staffing Resources	Estimated Budget
La Crosse	Security Cameras	Complete phase 1 of installing security cameras. Phase 1 is focused on placing security cameras at the entry and exist points of buildings.	Security cameras provide additional safety for individuals on campuses. In addition, it provides an additional tool for forensics.	High	Directly impacts Campus Police by providing another tool to increase safety. Indirectly impacts all individuals on campus.	Existing	Additional	\$100k - \$249k
La Crosse	Electronic Door Access - CBORD upgrade	We currently use CBORD for our digital door access control. CBORD has upgraded their hardware and will be eliminating support for the older models. In addition, we will have to purchase the database after the data center migration project.	CBORD is used to provide digital card access to rooms and buildings that employees is authorized to have access. Without the upgrades, access will no longer operate.	High	Employees will lose access to buildings and rooms. The services these employees offer will be indirectly impacted.	Existing	Additional	\$50k - \$99k
La Crosse	Mobile App (Student Information System)	The previous mobile app solution, especially for mobile registration no longer met our need, especially after the migration to IT-as-a-Service.	Students have growing preference of using their mobile device. Therefore, administrative services include registration is a service that should be offered.	High	Administrative support for students.	Existing	Existing	\$50k - \$99k
La Crosse	Enterprise Analytics Platform - Full Adoption	Currently, data analytics are very limited to the numerous databases, systems, integrations, and tools. Adopting the UWSA's Enterprise Analytics Platform would help consolidate and centralize most of these.	To properly analyze data/information holistically, we are required to manually consolidate data/information. Often times, we are limited as a result of this complexity and/or restrictions. This may sometimes lead to "incorrect" information.	Medium	All administrative offices that require data/information for decision-making purposes.	Additional	Additional	\$100k - \$249k
La Crosse	Interoperability Platform	Currently, we have integrated systems as needed. With the growing adoption of IT services, we have to maintain these unique customized solutions. This increases demand of current staff, increases risk of failures of systems, and reduces our capacity to serve the university. Developing an enterprise platform will increase efficiencies and effectiveness by consolidating and centralizing the integrations.	Other than increasing staff to address the growing number of IT systems and integrations, an enterprise platform will help to provide efficiencies.	Medium	All business and support services that rely on IT services are impacted.	Additional	Additional	\$100k - \$249k
La Crosse	Digital Signage - Replacement	We currently use Carousel as our digital signage software. Carousel no longer support their on-premise solution. We are currently evaluating solutions to determine whether we should upgrade to Carousel cloud or to an alternative.	Digital signage is used across the campus to provide communication. In addition to general communication, communication such as events, menus, and services would be displayed.	Medium	An existing communication channel that is important to the physical location would be lost.	Existing	Additional	\$50k - \$99k
Madison	Campus Access Controls Replacement	See the large/high-risk IT projects report for details	See the large/high-risk IT projects report for details	High	See the large/high-risk IT projects report for details	Existing	Existing	\$5M - \$9.9M
Madison	DOA Data Center Migration	See the large/high-risk IT projects report for details	See the large/high-risk IT projects report for details	High	See the large/high-risk IT projects report for details	Existing	Existing	\$1M - \$4.9M
Madison	Point of Sale & Related Systems	See the large/high-risk IT projects report for details	See the large/high-risk IT projects report for details	High	See the large/high-risk IT projects report for details	Existing	Existing	\$1M - \$4.9M

UW System Annual Strategic Plan Project Inventory
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Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Financial Resources	Staffing Resources	Estimated Budget
Madison	Ancillary Systems Program	The Administrative Transformation Program (ATP) is an enterprise-wide program led by UW System and UW-Madison that will implement a modern enterprise resource planning (ERP) Workday system and a Huron Research Suite 9.2 (Research Administration Modernization Project or RAMP) to manage human resource, financial, and research administration activities. The current UW Madison ERP landscape includes 500+ UW Madison systems connected to these core legacy ERPs and associated data warehouses, duplicating functionality in some cases. These systems provide useful business functions to UW-Madison units and the transition to Workday and the Huron Research Suite offers the opportunity to review and modernize business processes and technology.	Business process standardization and the implementation of Workday offers increased flexibility, decreasing the need for many UW Madison ancillary systems going forward. Each ancillary system will be reviewed and modernized or retired as needed. UW-Madison ERP Ancillary Systems Program will focus on the work required for local UW-Madison ancillary systems/business functionality not being replaced by Workday and Huron Research Suite, and will need re-integration paths to consume data from Workday.	High	UW Madison	Existing	Additional	\$1M - \$4.9M
Madison	Operational Upgrade: Athletics Access Point replacement for existing Wi-Fi system	Replace all AP's over the next two fiscal years in all 15 of Athletics buildings/venues. The newer technology is capable of providing more dense coverage than the existing system which will greatly enhance the fan experience in the sporting venues.	Current AP's were installed in 2014 and will begin to go end of service by Cisco starting in the summer of 2023 requiring that they be replaced. This is a Wi-Fi replacement project as the current hardware is end of service and not a new system.	High	In addition to enhancing the fan experience during an event, game day operations such as: ticket scanning, concessions point of sale, Game management operations, Life Safety, Suite & Club operations/point of sale, crowd management and other systems all run over the Wi-Fi.	Existing	Existing	\$1M - \$4.9M

UW System Annual Strategic Plan Project Inventory
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Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Financial Resources	Staffing Resources	Estimated Budget
Madison	Sophos Replacement	Current product for anti-virus/anti-spam scanning of O365 email is being retired by the vendor July 20, 2023. Project team assessed the solution space and has chosen Proof Point as the replacement.	UW-Madison currently licenses Sophos PureMessage for Unix to perform anti-virus/anti-spam scanning of all inbound and outbound email from Microsoft 365 Exchange Online as well as scanning relayed email from other campus systems. The PureMessage product has been in use on campus for over 15 years and is deeply integrated into the current email routing infrastructure. PureMessage for UNIX will be completely retired on July 20, 2023. We will receive no further virus signature updates after that date. In the absence of virus updates, the PureMessage product will rate all messages as virus and we will need to completely disable anti-virus scanning in order to deliver mail. There is no option for extended support for the PureMessage product so it must be replaced.	High	All users of UW Madison O365 email.	Existing	Existing	\$500k - \$999k
Madison	Operational Upgrade: Primary Routers Upgrade	2 primary routers (currently Cisco Nexus 7K's) that are end of service hardware need to be replaced.	End of service hardware needing to be replaced.	High	Impact to UW Madison Athletic Department	Existing	Existing	\$250k - \$499k
Madison	Endpoint Management	Creation of a layered service model to meet campus needs for endpoint management, security, and mobile device management, and comply with UW System policy/requirements.	Respond to UW System requirements for endpoint management, security, and inventory.	Medium	UW Madison students and staff.	Existing	Existing	\$1M - \$4.9M

UW System Annual Strategic Plan Project Inventory
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Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Financial Resources	Staffing Resources	Estimated Budget
Madison	HIPAA Risk Analysis Project	HIPAA Risk Analysis for the 105+ units/groups/departments that use electronic protected health information (ePHI) for the purposes of research, clinical operations, and teaching and learning; analyzing research requests (Joint Security and Privacy Request / JSPR) for projects that acquire or create using human subject data such as ePHI; review and processing of ePHI Box Folder Requests for collaborative research efforts; creating, modifying, and maintaining HIPAA Security policies, procedures, guidebooks, and template; leading and consulting on securing engineering solutions to support the HIPAA Security Program.	Reducing risk through analysis of practices and processes of UW Madison departments that use electronic protected health information to ensure that best practices in data security and transmission are utilized.	Medium	105+ UW Madison departments that use electronic health information.	Existing	Existing	\$1M - \$4.9M
Madison	SysNet DDoS Service	The SysNet DDoS Service project will research, develop, procure, implement and manage a cloud-based Distributed Denial of Service (DDoS) "scrubbing service" solution to cleanse malicious (volumetric and protocol-based) inbound DDoS attack traffic destined for SysNet-connected campuses.	UW-System campuses have experienced loss of productivity from distributed denial of service (DDoS) attacks on network infrastructure and face continuing and increasing threats (risk) of future attacks. The project seeks to mitigate the attacks to preserve network user productivity.	Medium	UW System campuses	Existing	Existing	\$1M - \$4.9M
Madison	Digital Preservation Service	Expanding the current preservation framework to increase storage and security of unique and rare items (ex: Doctoral dissertations are all digital and this is their only existence). The 'lockbox for recoverability' expansion will be homegrown using IBM and Amazon S3 storage for a completely dark backup copy.	Expanded capability to increase security and recoverability of unique items such as doctoral dissertations in a lockbox, backup environment.	Medium	General library is only client at this time in support of their direct customers- doctoral dissertations.	Additional	Existing	\$500k - \$999k
Madison	New Network Switch - Radio Operations	Implement a new network switches at Madison and a second site at La Crosse (and about 9 bureaus statewide) for our the Wisconsin Public Media radio operations. Utilizing DoIT Network Services - Cisco switches for centralized support however will install using Cisco or a 3rd party.	Aging equipment and opportunity to modernize in order to optimize Wisconsin Public Radio.	Medium	Impact to Wisconsin public media broadcast and partner site at La Crosse.	Existing	Additional	\$500k - \$999k

UW System Annual Strategic Plan Project Inventory
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Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Financial Resources	Staffing Resources	Estimated Budget
Madison	Operational Upgrade: Campus Core Router Upgrade	Increased network performance demands for campus access to datacenter network, Research Drive infrastructure, Wireless core, and to connect Sysnet2020. The current campus ASR9K core routers with first generation 100Gbps interfaces are costly to support and expand. Project replaces them with Nexus 7710s with second generation 100Gbps higher density lower cost equipment and support. Project includes the installation and configuration of the Juniper campus boarder router infrastructure.	Increased network performance demands for campus access to datacenter network, Research Drive infrastructure, Wireless core, and to connect Sysnet2020. The current campus core routers with first generation interfaces are costly to support and expand. Upgrade to replace with second generation, higher density, lower cost equipment and support.	Medium	Scope of impact to UW Madison campus datacenter network, research drive infrastructure, wireless core and connection to Sysnet 2020.	Existing	Existing	\$500k - \$999k
Madison	New Content Management System for the wpr.org website	Move from Drupal to a new platform. Transition to the new platform and migration of data to be done by the vendor.	Optimization of wpr.org with a new platform that can do more than the aging Drupal platform which is going out of support.	Medium	Partners, community outreach.	Existing	Additional	\$250k - \$499k
Madison	Operational Upgrade: Housing Eagle Heights Network Upgrade	Eagle Heights/University Apartments provides family housing to Grad Students and employees. UW Housing has moved to the UW DoIT collaborative network model and this is the only remaining location that requires equipment upgrade and reconfiguration to the campus networking model.	Migration from a private network to the University's central network model.	Medium	Impact to Housing's Eagle Heights apartment residents.	Existing	Existing	\$250k - \$499k
Milwaukee	EMS Data Center HVAC Replacement/Upgrade	In the past this has been a state project planned in cooperation with UWM Facilities Planning and Management to maintain a consistent HVAC environment. A request for HVAC replacement and improvements within the EMS data center was submitted to UW System and the state to replace and rework aging equipment.	Lifecycle investment in the heating and cooling environment of IT systems housed in the data center to maintain business continuity.	High	The HVAC Replacement/Upgrade will: 1) Replace older HVAC systems and infrastructure in the EMS data center 2) Fix routing of HVAC cooling to improve system functionality and redundancy System and the State have approved the project and we are waiting for the contract to be finalized and DFDM project manager to be assigned.	Additional	Additional	\$250k - \$499k
Milwaukee	Offsite Backups and Ransomware Mitigation	Increase and improve offsite data backup capacity to reduce risk of data loss resulting from destructive data center events including ransomware.	Continued lifecycle investment in a backup environment so that risks to UWM data are mitigated.	High	This project would: (1) Increase offsite backup capacity to allow for additional critical systems to be included in offsite backups. (2) Add immutable backup solution to remove risk of ransomware impact on backup data.	Existing	Existing	\$100k - \$249k

UW System Annual Strategic Plan Project Inventory
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Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Financial Resources	Staffing Resources	Estimated Budget
Milwaukee	SOIS Campus Virtual Desktop Hardware	This project will deploy a new School of Information Studies' "Virtual Desktop Environment." The 50-seat SOIS Virtual Lab will provide any current SOIS student with secure access to a SOIS-dedicated computer from any location. These virtual desktops will be configured with SOIS-specific software to allow students remotely to complete their SOIS program-related course work.	Supporting on-campus, online, and hybrid SOIS instruction, this project will enhance student success and will afford an enriched/extended student learning experience in a key area of UWM curriculum. The architecture will be stable, supportable, secure, and designed for extensibility, to permit future expansion.	High	Citrix Cloud architecture will be implemented to allow management of on-premise hardware and the future use of cloud-hosted devices in Azure, AWS, or Citrix.	Existing	Existing	\$100k - \$249k
Milwaukee	UWM Office of Undergraduate Admissions, Financial Aid, Bursars, Enrollment Management Call Center	Over the past calendar year, UWM's UITS has been working with UWM's "Business and Financial Services" unit to define phone system operational needs to enhance significantly the student experience in these functional areas.	Improve campus operations to help make operations invisible and information accessible and easy-to-find: (1) Centralize/consolidate information; (2) Highlight all resources available to students as early and as often as possible; (3) Create consistency for students regarding the technology used for engaging with support units.	High	The "Call Center" Project will: (1) Strengthen UWM faculty engagement with students and faculty investment in student success; (2) Create clear coordination of messaging among UWM's admissions office, University Relations, Academic Affairs, Student Affairs, and systems related to enrollment management (student success); (3) Develop a complete data picture that seeks to drive change and improvements of student experiences and outcomes.	Existing	Existing	\$100k - \$249k
Milwaukee	EMS Data Center UPS Upgrade	There are 3 different UPS systems that are servicing the EMS Data Center. This project would replace all of them with one unit to service the entire Data Center.	An electrical survey of everything that is currently running on the existing UPS. Purchase, install and test a new UPS unit that will carry the existing load (plus expected growth). Then remediate any unused electrical system. The unit is on its last round of recommended batteries, and parts are becoming difficult to source. The unit is due to be replaced in 2-3 years.	High	The current UPS that services the EMS Data Center is coming to end of life. The UPS is vital piece of hardware that allows transition from utility power to generator power. Should this not get replaced and the unit would fail, all of the equipment that services the IT infrastructure located in EMS would have a hard shut down and possibly not power back up if utility power failed.	Additional	Additional	\$50k - \$99k

UW System Annual Strategic Plan Project Inventory
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Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Financial Resources	Staffing Resources	Estimated Budget
Parkside	Website Re-design	UWP Needs to revise and update its website	The university website is a key tool for communications, specially with our external stakeholders. The last update was done around 7 years ago and it needs to be updated.	High	Would impact all internal and external users who visit the main website for a variety of purposes.	Existing	Additional	\$50k - \$99k
Parkside	Unified Communications	UW Parkside is looking to implement a new solution for unified communications. The business need to be able to offer a hybrid work environment and the aging of our current VoIP solution has create the opportunity to improve its communications at UW-Parkside. UWP has been working for months with 8x8 Communications Company to transfer from VoIP to unified communications.	New technology advances and remote positions.	Medium	VoIP service is used by all of campus. The impact will be across the campus for all users.	Existing	Additional	\$250k - \$499k
Platteville	Data Warehouse/ETL Tool Upgrade	A new Data Warehouse and ETL solution, which are supported, reliable, scalable, flexible and requires minimal maintenance from ITS staff allowing staff to focus on innovative/strategic goals.	The existing Data Warehouse and IBM DataStage 8.5 (ETL toolset) are no longer supported. Legacy settings hinder Security as it relates to database version 12.1. This also hinders a PASS and Data Warehouse upgrade to 12.2 or 18c. Support for the current Production DataStage server's operating system ended in 2019. The impact of an operating system upgrade is unknown. The Dev/Test DataStage operating system cannot be upgraded, patched, nor changed without major implications. Data integrity in the Data Warehouse is amiss due to the nature of DataStage's inability to reload select data. Through research, legacy Data Warehouses	High	The solution would help campus become self-sufficient in ad-hoc reporting and provide data for predictive analytics.	Existing	Additional	\$100k - \$249k

UW System Annual Strategic Plan Project Inventory
FY23 and FY24

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Financial Resources	Staffing Resources	Estimated Budget
River Falls	Campus Website Project - Phase 2 & 3	Though not necessarily an IT project this project will be updating the campus website with a move from CommonSpot CMS to Drupal CMS platform. IT is in partnership with University Communications and Marketing as they will be working with campus to refresh the content and make the site more appealing to our target audiences. One aspect of this project is splitting our website in to audience facing sites focused on incoming students, current students, and Faculty/staff/alumni. Phase 2 is moving departmental websites to Drupal, Phase 3 is selecting and deploying an Intranet solution for internal facing content.	Need to improve the website experience to recruit more students while still supporting the needs of our campus community. The website is the first place prospective students and families look and it needs to be modern and appealing. Need to deploy an Intranet solution to move inward facing content away from our marketing focused main web page.	High	The work will be done while maintaining the current website. This project began in FY22 with top level pages moving to Drupal and a refresh and rework of the content and homepage. This is continuing work to address the remainder of the website. Budget note: the estimate is likely high as we have already invested FY21, FY22, and FY23 funding in this project. Listing this mostly due to the "High Risk" nature that if the project is not completed that we could see potential enrollment impacts.	Existing	Existing	\$50k - \$99k
River Falls	FileVault (Consultant) Encryption	Implementation of FileVault on our Mac side of the environment.	As a security update we need file encryption enabled on local Mac workstations. Likely under \$50,000 but high risk if not done.	High	This will further secure our endpoints	Existing	Additional	\$0 - \$49k
River Falls	Security: Local Workstation Administrative Rights	Evaluate and implement a solution that will provide on-demand local workstation administrative rights for users. Other campuses are using "Make Me an Admin" to facilitate.	No provision to allow users to initiate local administrative credentials without running their computers as administrators. This project will provide an auditable, more secure process for just-enough, just-in-time access. Likely under \$50,000 but high risk if not done.	High	This project will bring us inline with a process used by many UW System institutions. It will affect how we provision admin rights. This will require updated backend tools, new process documentation and frontline training. There will be process for auditing the admin escalations.	Existing	Existing	\$0 - \$49k
River Falls	Door Access System Replacement	The project is to replace the controllers and door access equipment to stay current with standards for door access and security. Funding will likely be a mix of a state project and local campus funds	The current door access system is becoming end of life and we need to upgrade. Though this is a maintenance replacement, we are listing it given the risk if we did not perform this upgrade. Funding is being sourced as a potential state project.	Medium	Doing this door access replacement project will ensure a safe and secure campus. If not done, we run the risk of going end of life on our door access system which will cause us to not receive software updates and security patches.	Additional	Existing	\$500k - \$999k

UW System Annual Strategic Plan Project Inventory
FY23 and FY24

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Financial Resources	Staffing Resources	Estimated Budget
Stevens Point	Civitas Academic Planner	Purchase 3 year contract to provide a strong academic planner for students and advisors to plan out degree paths. This will also allow for better planning of class offerings for academic departments as they will be able to see upcoming class enrollments more than 1 year in advance, and can prepare, modify, or request resources appropriately. This is ONGOING from last FY.	The institution currently does not provide an easy to use way for student and advisors to visually plan out a degree over several years. Students need the ability to understand degree requirements and plan their years accordingly. This will help graduation and retention rates as required class bottlenecks can be identified early and avoided. It will also help academic departments know demand for certain classes well in advance, and can pivot or realign resources as needed.	High	This will impact Students, Registrar's Office, and Advising in the immediate term. Longer-term, it should impact the institution's graduation and retention rates.	Existing	Existing	\$100k - \$249k
Stevens Point	Financial Aid Scholarship and Grant Management System	Our Financial Aid area is looking to purchase a package that 1) manages scholarships and grant offerings, and 2) integrates with Campus Solutions.	We would like to have better utilization of our Financial Aid dollars. This will potentially allow for more aid to be offered to students.	High	This will impact students and our Financial Aid business area.	Existing	Existing	\$50k - \$99k
Stevens Point	UWSP - Marshfield Distance Learning Classroom (Lite)	Install a Distance Education classroom based on web-conferencing technologies instead of dedicated hardware codec. Room 126. This is ONGOING from last FY due to supply chain issues.	There is increased demand on scheduling distance learning classrooms at Marshfield. This is needed to provide additional capacity for scheduling and planning.	High	This will impact Instructors and Students at the Marshfield campus.	Existing	Additional	\$50k - \$99k
Stevens Point	UWSP - Wausau Distance Learning Classroom (Lite)	Install a Distance Education classroom based on web-conferencing technologies instead of dedicated hardware codec. Room 191. This is ONGOING from last FY due to supply chain issues.	There is increased demand on scheduling distance learning classrooms at Wausau. This is needed to provide additional capacity for scheduling and planning.	High	This will impact Instructors and Students at the Wausau campus.	Existing	Additional	\$50k - \$99k

UW System Annual Strategic Plan Project Inventory
FY23 and FY24

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Financial Resources	Staffing Resources	Estimated Budget
Stevens Point	Instructor Laptops	Replace Instructor desktop PCs with laptops. This is ONGOING from last FY due to supply chain issues.	"This effort is to purchase laptops for instructors who currently possess only desktops. This will be a total of 188 windows laptops, and 60 mac laptops. A small variety of devices will be purchased to match discipline needs. This will help the campus in 4 major ways: -- During COVID, many instructors used personal equipment to do their classes, which is not ideal from an information security perspective -- This will create a new standard for instructors (exceptions may apply) where laptops are mandatory. -- This also creates a new standard for Classroom AV technology where computers will no longer be supplied (exceptions may apply). -- It will be new equipment in the hands of many instructors, and repurpose their existing desktops to areas around campus that need it."	Medium	This impacts Instructors, and Information Security. Due to budget reductions for 5 years, 50% of our classroom AV setups are out-of-warranty and starting to fail. We need to trim costs to by utilizing a simple USB C dock for connections instead of having a dedicated computer and AV switch in each classroom. This will also improve our ability to shift to online-only teaching due to COVID concerns, and to do it more securely by using institutional devices rather than personal ones (which we have little control over). The biggest risk is a potential breach of student information due to having highly sensitive data on a personal device.	Existing	Existing	\$250k - \$499k
Stevens Point	Accruent EMS Scheduler	Upgrade our existing campus event scheduling software to include offerings that make it more complete, and mandate its usage as the only standard for events across institution. This is a 3-year contract. This is ONGOING from last FY.	Currently there are several class and event based calendars across the institution. This creates information and organizational challenges when it comes to knowing what is happening, when it is happening, where it is happening, and who is responsible. Facilities, IT, University Police, Emergency Operations Center, and other areas need all this information in one system in order to provide better crisis management and organizational efficiency. An added benefit is better classroom utilization across campus as departments will be able to utilize the entire campus when looking for resources for class, events.	Medium	This will impact the entire campus: Faculty, Staff, and Students. Having an easier to use scheduling platform will ease the upcoming institutional mandate of its usage, deprecating all other event calendar systems.	Existing	Existing	\$100k - \$249k
Stevens Point	Add additional emergency Power to Residence Halls	Purchase small generator to keep network switches and other emergency lighting function in the event of a power outage (snow-storm, etc.). This is ONGOING from last FY due to contractor issues.	Roach Hall, Smith Hall, and Pray/Sims Hall are the only dorms without emergency power to wireless APs, network switches, and misc. lights.	Medium	This will impact the students living in these 4 dorms. If a temporary power outage occurs, they will continue to have access to the university network / WIFI for laptops, phones, etc.	Existing	Additional	\$50k - \$99k

UW System Annual Strategic Plan Project Inventory
FY23 and FY24

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Financial Resources	Staffing Resources	Estimated Budget
Stevens Point	Modern Campus Curriculog	Purchase a 3 year contract for hosted solution to better manage workflow and consistency between course catalogs and our Student Information System (and our new Academic Planner). This is ONGOING from last FY.	To provide a workflow engine for academic areas to propose curricular changes, route the requests through an approval process, and publish the changes to both our course catalog and Student Information System (and new Academic Planner). This package integrates well with our already purchased Acalog software.	Medium	This will impact Advising, Registrar's Office, Students, Faculty, Dept. Chairs, Deans, and Course Catalog Editor.	Existing	Existing	\$50k - \$99k
Stout	EAB Enroll360	Enrollment integration service. Focused on increasing the contact with prospective student to increase applicant pool and cultivate the recruitment campaign.	Enrollment enhancement to compliment existing enrollment tools. Need to increase enrollment.	High	Recruitment	Existing	Existing	\$100k - \$249k
Stout	Stellic	Academic planning tool and student scheduler	Replaces college scheduler and adds planning tool feature we currently don't have for students.	High	Retention	Existing	Existing	\$100k - \$249k
Stout	Ocelot Chatbot tool	Purchase new tool to engage students and answer some of the more commonly asked questions. Will enable increased customer service to the campus and prospective students.	Need increased engagement with prospective and current students. Do not have a Chatbot for student enrollment/retention needs; this is mostly completed.	High	Recruitment & retention	Existing	Existing	\$50k - \$99k
Stout	VPN Upgrade	Replace existing VPN solutions to increase remote access security, reduce complexity and aid with UW System Security Policy compliance.	Move general and privileged access VPN services to a single vendor supported platform that supports multi-factor authentication, provides a better user experience while maintaining the highest level of security; this is taking a second year	High	Security	Existing	Existing	\$50k - \$99k
Stout	Papercut campus wide	Print management solution across remaining campus. Currently only used on student MFP's.	Currently manual process to manage MFP's as well as manual billing process. Will save staffing time and replace home grown solution.	Medium	Efficiencies	Existing	Existing	\$50k - \$99k
UWSA	Password Manager	Provides centralized, secure and integrated access (from cloud to mobile and legacy to on-prem). Simplifies access to all applications, with the ability to generate and automatically capture, store and fill credentials for any login. Can be an integrated single sign-on and password manager solution.	UW System needs a robust, encrypted method to store user passwords and to provide users with a simple way to increase password complexity. This is not consistently employed by all UW institutions.	Complete	Provides a better user experience, reducing the friction of IT security requirements and enabling employee access to business applications by reducing sign-on functions. Improves security posture of UW System by reducing the attack surface brought about by weak user passwords.	Existing	Existing	\$50k - \$99k

UW System Annual Strategic Plan Project Inventory
FY23 and FY24

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Financial Resources	Staffing Resources	Estimated Budget
UWSA	Email Phishing and Filtering Improvements	Upgrade UWSADS M365 tenant to A3+Security license. Provides improved, integrated email security and cloud security access broker (CASB) protections for data stored in M365. Delivers operational efficiency and cost savings by enabling stand-alone email security to be sunset.	Provide convenient secure email and cloud data storage solution. Greatly enhances efficiency and security for remote, and on-premise, employees.	Medium	Allows canceling of Cisco Advanced Phishing Protection and Cisco Email Security contracts.	Existing	Existing	\$100k - \$249k
Whitewater	Deploy BeyondTrust Password Safe	Deploy technology solution for secure storage of system administrators passwords to come in full compliance with UW System Administrative Procedure 1030.A, Authentication Standard, 8.Storage of user passwords and passphrase.	Compliance with UW Information Security policies. Secure storage for privileged account credentials for system administrators	High	Meet UWSA compliance requirements. Improves security posture for UW-Whitewater.	Existing	Existing	\$100k - \$249k
Whitewater	Deploy Endpoint Privilege Management Implementation	Planning and implementation of the BeyondTrust Endpoint Privilege Management tool on UW-Whitewater owned faculty and staff Windows and Mac computers. This will enhance security posture by removing all administrative permissions on endpoints to a zero-trust model, while reducing the amount of administrative overhead required to support the environment.	By moving to a zero-trust model with the Endpoint Privilege Management tool from BeyondTrust we will enable users to install approved applications without administrative privileges. The system integrates with our ServiceNow instance to allow for review of application installation requests that require administrative privileges that haven't been previously reviewed by IT. All privilege escalations are logged and require multi-factor authentication. The tool will improve efficiency, user experience and endpoint security posturing.	High	Meet UWSA compliance requirements. Improves security posture for UW-Whitewater.	Existing	Existing	\$100k - \$249k
Whitewater	Deploy Rapid7 Insight	Deploy Vulnerability Scanning software to university owned IT assets for discovering, reviewing, reporting, and remediating vulnerabilities.	Compliance with UW Information Security policies. Conduct periodic scans of IT assets to discover vulnerabilities so they can be remediated to reduce cyber risk. improve .	High	Meet UWSA compliance requirements. Improves security posture for UW-Whitewater.	Existing	Existing	\$100k - \$249k
Whitewater	Improve Graduate Studies Admission process	Transition Graduate Studies Admission application process to Slate from the current UW eApp process	Improve response time to applicants.	High	Reducing the response time to applicants will enable UWW to retain applicants who apply to multiple universities	Existing	Existing	\$50k - \$99k
Whitewater	Deploy Cyberbit	Create realistic cybersecurity simulation platform to enhance student learning in the Cybersecurity major.	Supports instruction and student learning	Medium	Improves student learning, attracts more students to the program	Existing	Existing	\$100k - \$249k
Whitewater	Deploy License Plate Reader	Add-on to existing AIMS parking software.	Improve efficiency for campus Parking Services.	Medium	Improves parking customer service	Existing	Existing	\$100k - \$249k
Whitewater	Deploy Wireless connectivity in Young Auditorium	Conduct coverage survey, design and deploy facility-wide Wi-Fi.	Provide consistent WIFI connectivity for the auditorium audiences.	Medium	Improves experience and engagement	Existing	Additional	\$100k - \$249k

UW System Annual Strategic Plan Project Inventory
FY23 and FY24

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Financial Resources	Staffing Resources	Estimated Budget
Whitewater	Replace software that supports student organizations - Connect	Replace the Presence software used for student organizations at the end of the current contract.	Have software in place that supports student organizations	Medium	Uninterrupted support for student organizations processes	Existing	Additional	\$50k - \$99k
Whitewater	Deploy Flock Safety License Plate Reader to prevent criminal activities on campus	Deploy fixed LPR cameras around the campus to give law enforcement and campus safety the enhanced vehicular evidence to intercept a threat before an incident occurs and apprehend and prosecute offenders proactively.	To deter bad actors from committing offenses, improve campus safety	Low	Improves campus safety	Existing	Existing	\$50k - \$99k
Whitewater	Electronic Meeting Room Usage Displays	Install small electronic displays outside all UC meeting rooms showing the day's events for that room to improve communication. Data for each day would come from the 25Live room reservation system	Aid students employees and visitors in finding locations of meetings and events	Low	More engaging campus environment	Existing	Existing	\$50k - \$99k
Whitewater	Enable Mobile Credential option for campus ID card	Explore transitioning away from plastic ID cards towards verified campus ID info stored securely on student/staff personal smartphones.	Offer students and staff option of physical ID card or mobile ID card.	Low	Current Apple requirements for this to work includes campus 4-year commitment to transition all card-based mag strip or PROX (electronic door access) transactions to NFC (near field communications, contactless).	Existing	Existing	\$50k - \$99k

UW SYSTEM AMENDMENT TO SERVICE AGREEMENT WITH HURON CONSULTING GROUP, INC.

REQUESTED ACTION

Adoption of Resolution H., approving the amendment to the contractual service agreement between the Board of Regents and Huron Consulting Group, Inc.

Resolution H. That, upon recommendation of the President of the University of Wisconsin System, the Board of Regents approves the amendment to the contractual agreement between the Board of Regents of the University of Wisconsin System, doing business as UWSA, and Huron Consulting Group, Inc.

SUMMARY

The University of Wisconsin System has purchased Workday, a Human Capital Management Software package. This Software as a Service (SaS) is designed to provide a unified finance, human resources, and student/faculty lifecycle management solution in a single package. The purchase of this software was approved by the Board of Regents (BOR) during the July 2021 BOR meeting (Resolution #11663). A separate resolution was passed during the December 2021 BOR meeting (Resolution #11743) to hire Huron Consulting Group, Inc to help UWSA with the implementation of the software.

The proposed amendment three (3) would add an additional \$1.2 million to the contract to adjust resource allocations and project deliverables based on new information discovered through the course of Planning and Architect stages of the project. Based upon the scope and timeline of this amendment, Huron will deliver up to an additional 5,856 hours for professional services as detailed in the amendment. Huron professional services conducted onsite at UW System locations will be billed based on an onsite hourly rate, while services performed virtually will be billed based upon an offsite rate. UWSA will be billed up to an additional \$1,264,920.00 based on the hours worked.

Presenter

- Brent Tilton, Director of Procurement, UW System Administration

BACKGROUND

Regent Policy Document 25-4 requires any UW System Information Technology Project change to existing Large or High-Risk IT Projects, be presented to the Board of Regents for formal approval prior to execution.

Previous Action or Discussion

The University of Wisconsin System has purchased Workday, a Human Capital Management Software package. This software as a Service (SaS), is designed to provide a unified finance, human resources, and student/faculty lifecycle management solution in a single package. The purchase of this software was approved by the Board of Regents (BOR) during the July BOR 2021 meeting (Resolution #11663). A separate resolution was passed during the December 2021 BOR meeting (Resolution #11743) to hire Huron Consulting Group, Inc to help UWSA with the implementation of the software.

Related Policies

- [Regent Policy Document 13-1](#), "General Contract Approval, Signature Authority, and Reporting"
- [Regent Policy Document 25-4](#), "Strategic Planning and Large or High-Risk Projects"

**UW-MADISON CONTRACTUAL AGREEMENT WITH
HURON CONSULTING SERVICES LLC**

REQUESTED ACTION

Adoption of Resolution I., approving the contractual implementation services agreement change orders between the Board of Regents and Huron Consulting Services LLC.

Resolution I. That, upon 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 implementation services agreement between the Board of Regents of the University of Wisconsin System, doing business as UW-Madison, and Huron Consulting Services LLC.

SUMMARY

The Administrative Transformation Program (ATP) is a multi-year program across the UW System to address legacy process inefficiencies, risks, and gaps in functionality, and to build an administrative infrastructure for the future. One critical component of this is the acquisition and implementation of modern cloud-based research administration software.

On October 7, 2021, the Board of Regents approved the software and implementation services agreement for the research administration software; select modules of the Huron Research Suite. Under these approved agreements, the UW would pay Huron a maximum of \$8,915,070 over the course of five (5) years. This covers one-time implementation services (\$5,127,916) and annual software license subscription costs (\$3,787,154).

The two proposed change orders are necessary to add additional tasks and funding for integration to Workday, the UW's new financial system coming in July 2024. To properly support the UW's robust research enterprise (~\$1.4 billion annually), an integration between the research administration software (Huron Research Suite) and the ERP (Workday) is critical to success.

The total amount of the change orders presented today is an additional \$687,129 for a grand total of \$9,602,199 for the Huron Research Suite software and implementation agreements.

Presenter

- Rob Cramer, Vice Chancellor for Finance and Administration, UW-Madison

BACKGROUND

Regent Policy Document 13-1 requires that any contract for a large or high-risk information technology (IT) project be approved by the Board of Regents prior to execution.

Regent Policy Document 25-4 defines a large or high-risk IT project as one that exceeds \$1 million or is deemed vital to functions of the UW System or a UW institution, and requires that any such project be approved by the Board prior to implementation.

Previous Action or Discussion

The Board of Regents approved and authorized the Administrative Transformation Program in October 2020. Included in the ATP business case that was presented was the procurement and implementation of dedicated research administration software.

Additionally, The Board of Regents approved the initial package of agreements (MSN Contract No. 21-5048) for the Huron Research Suite on October 7th, 2021.

Related Policies

- [Regent Policy Document 13-1](#), "General Contract Approval, Signature Authority, and Reporting"
- [Regent Policy Document 25-4](#), "Strategic Planning and Large or High-Risk Projects"

**UW-SUPERIOR CONTRACTUAL AGREEMENT
WITH ALGOMA CENTRAL CORPORATION**

REQUESTED ACTION

Adoption of Resolution J., approving the contractual agreement between the Board of Regents and Algoma Central Corporation.

Resolution J. That, upon recommendation of the Chancellor of the University of Wisconsin-Superior and the President of the University of Wisconsin System, the Board of Regents approves the contractual agreement between the Board of Regents of the University of Wisconsin System, doing business as UW-Superior, and Algoma Central Corporation.

SUMMARY

Background

The Vessel Incidental Discharge Act of 2018 (VIDA) established the Great Lakes and Lake Champlain Invasive Species Program (GLLCISP). The GLLCISP has several stated purposes related to ballast water management, including developing, achieving type approval for, and piloting shipboard ballast water management systems (BWMS) applicable to commercial vessels operating solely within the Great Lakes and Lake Champlain Systems. The GLLCISP is administered by the U.S. Environmental Protection Agency's Office of Water and Great Lakes National Program Office. UW-Superior received enhanced Great Lakes Restoration Initiative funding (approximately \$14.4 million) to conduct research in support of GLLCISP.

Project Goals

To date, there have been very few land-based and shipboard regulatory test trials of BWMS conducted within the Great Lakes System. This lack of data begs the question of whether market-available, type-approved BWMS have been tested under relevant conditions and would successfully treat Great Lakes ballast water to the regulatory discharge standard. Evaluation of BWMS in the Great Lakes System must be conducted to answer this important question. The goal of the project is to increase the publicly available data on BWMS performance under real-world operational conditions and in a variety of Great Lakes

commercial ports. The key research question for the work to be conducted is whether the U.S. Coast Guard type-approved Senza chemical injection BWMS treat Great Lakes ballast water effectively to meet the current discharge standards using existing test methods.

The research objectives associated with this project are to:

- Determine operational and biological efficacy of the Senza BWMS onboard the M/V Algoma Mariner under normal operating conditions using the ETV Protocol.
- Determine the environmental acceptability of the Senza BWMS under normal operating conditions.
- Evaluate the impact of the Senza BWMS operation on vessel operations (e.g., cargo loading/off-loading operations).
- Evaluate the impact of targeted water quality parameters on Senza BWMS operation.
- Characterize biology and water quality conditions in Great Lakes commercial ports for inclusion in a publicly available Great Lakes Port Conditions Database.

The Project Team, consisting of Algoma Central Corporation (Algoma) is the vessel owner/operator and TeamTec is the BWMS manufacturer representative. The Project Team submitted a proposal to the Lake Superior Research Institute (UW-Superior) in October 2022 in response to Great Waters Research Collaborative's Request for Proposals, R&D Plan Research Area 1 – Project 3: Shipboard Evaluation of the Effectiveness of IMO Compliant and U.S. Coast Guard Type Approved Ballast Water Management Systems in Great Lakes Water. An independent review panel assessed the proposal, and indicated that the proposed work has merit, addresses and meets the needs of the review criteria, and will likely answer important questions with respect to shipboard performance of BWMS in the Great Lakes.

This project will begin approximately February-March 2023. Test trials onboard selected shipboard platforms will not begin until approximately April-May 2023.

Proposed Work

The BWMS that will be evaluated is the Senza chemical injection BWMS. On uptake, the Senza BWMS detects flow in a ballast line and injects a biocide containing >12% concentration of hypochlorite to achieve a target total residual oxidant (TRO) of 15 mg/L. The biocide concentration is measured downstream by the TRO sensor. A holding time of 24 hours is required for freshwater. Prior to de-ballasting, the neutralizing agent (10% sodium sulfite anhydrate) is prepared and injected inline to achieve the TRO concentration of ≤ 0.1 mg/L.

The test vessel is the Algoma Mariner, a self-unloading dry bulk carrier that operates primarily in the Great Lakes – St. Lawrence Seaway (GLSLS) with a hauling capacity of

24,498 tons. The Senza BWMS will be installed on the Algoma Mariner in early 2023. Sample ports will be installed by the project team with direction provided by GWRC. Algoma and TeamTec will conduct commissioning and crew training during March of 2023.

The Project Team will operate the Senza BWMS starting in the 2023 Great Lakes shipping season. Once installed and commissioned, the BWMS will be operated continuously. GWRC plans to conduct a minimum of three sampling trials (ballast uptake and discharge) during the following time-period blocks: April-June 2023, July-September 2023, and October-December 2023.

A Test Plan detailing the BWMS evaluation will be drafted by GWRC staff. The Project Team will review the Test Plan and provide feedback on the experimental design. The ballast uptake events will occur, if possible, in three different Great Lakes ports representing the greatest diversity of conditions possible, both geographically and seasonally. Environmental acceptability will be measured on one select sampling event.

Proposed Budget

The total project budget is not to exceed \$1,887,000 and will be evenly distributed over 4 quarterly pay periods for a pay period amount of \$471,750.

Presenters:

- Jeff Kahler, Vice Chancellor for Administration and Finance, UW-Superior
- Dr. Matt TenEyck, Director Lake Superior Research Institute, UW-Superior

BACKGROUND

Regent Policy Document 13-1 requires that any grant or contract with private, profit-making organizations with a value greater than \$1,000,000 for all institutions other than UW-Madison be presented to the Board of Regents for formal approval prior to execution.

Related Policies

- [Regent Policy Document 13-1](#), "General Contract Signature Authority, Approval, and Reporting"

**UW-SUPERIOR CONTRACTUAL AGREEMENT
WITH ALGOMA CENTRAL CORPORATION**

REQUESTED ACTION

Adoption of Resolution K., approving the contractual agreement between the Board of Regents and Algoma Central Corporation.

Resolution K. That, upon recommendation of the Chancellor of the University of Wisconsin-Superior and the President of the University of Wisconsin System, the Board of Regents approves the contractual agreement between the Board of Regents of the University of Wisconsin System, doing business as UW-Superior, and Algoma Central Corporation.

SUMMARY

Background

The Vessel Incidental Discharge Act of 2018 (VIDA) established the Great Lakes and Lake Champlain Invasive Species Program (GLLCISP). The GLLCISP has several stated purposes related to ballast water management, including developing, achieving type approval for, and piloting shipboard ballast water management systems (BWMS) applicable to commercial vessels operating solely within the Great Lakes and Lake Champlain Systems. The GLLCISP is administered by the U.S. Environmental Protection Agency's Office of Water and Great Lakes National Program Office. UW-Superior received enhanced Great Lakes Restoration Initiative funding (approximately \$14.4 million) to conduct research in support of GLLCISP.

Project Goals

To date, there have been very few land-based and shipboard regulatory test trials of BWMS conducted within the Great Lakes System. This lack of data begs the question of whether market-available, type approved BWMS have been tested under relevant conditions and would successfully treat Great Lakes ballast water to the regulatory discharge standard. Evaluation of BWMS in the Great Lakes System must be conducted to answer this important question. The goal of the project is to increase the publicly-available data on BWMS performance under real-world operational conditions and in a variety of Great Lakes

commercial ports. The key research question for the work to be conducted is whether the U.S. Coast Guard type approved AlfaLaval PureBallast UV BWMS treat Great Lakes ballast water effectively to meet the current discharge standards using existing test methods and to conduct general research and development on a UV system.

The research objectives associated with this project are to:

- Determine operational and biological efficacy of the AlfaLaval BWMS onboard the NACC Argonaut under normal operating conditions using the ETV Protocol.
- Evaluate the impact of the AlfaLaval BWMS operation on vessel operations (e.g., cargo loading/off-loading operations).
- Evaluate the impact of targeted water quality parameters on AlfaLaval BWMS operation.
- Characterize biology and water quality conditions in Great Lakes commercial ports for inclusion in a publicly available Great Lakes Port Conditions Database.

The Project Team, consisting of Algoma Central Corporation (Algoma) is the vessel owner/operator and AlfaLaval is the BWMS manufacturer representative. The Project Team submitted a proposal to the Lake Superior Research Institute (UW-Superior) in October 2022 in response to Great Waters Research Collaborative's Request for Proposals, R&D Plan Research Area 1 – Project 3: Shipboard Evaluation of the Effectiveness of IMO Compliant and U.S. Coast Guard Type Approved Ballast Water Management Systems in Great Lakes Water. An independent review panel assessed the proposal, and indicated that the proposed work has merit, addresses and meets the needs of the review criteria, and will likely answer important questions with respect to shipboard performance of BWMS in the Great Lakes.

This project will begin approximately February-March 2023. Test trials onboard selected shipboard platforms will not begin until approximately April-May 2023.

Proposed Work

The BWMS that will be evaluated is the AlfaLaval PureBallast UV BWMS, which is designed to treat ballast water both during uptake and discharge. During uptake the ballast water is both filtered and treated with UV light, whereas during discharge only the UV treatment is applied.

The test vessel is the NACC Argonaut, a self-unloading cement carrier that operates primarily in the Great Lakes – St. Lawrence Seaway (GLSLS) with a hauling capacity of 9,255 tons. The AlfaLaval BWMS will be installed on the Argonaut in early 2023. Sample ports will be installed by the Project Team with direction provided by GWRC. Algoma and AlfaLaval will conduct commissioning and crew training during early February of 2023.

The Project Team will operate the AlfaLaval BWMS starting in the 2023 Great Lakes shipping season. Once installed and commissioned, the BWMS will be operated continuously. GWRC plans to conduct a minimum of three sampling trials (ballast uptake and discharge) during the following time-period blocks: April-June 2023, July-September 2023, and October-December 2023.

A Test Plan detailing the BWMS evaluation will be drafted by GWRC staff. The Project Team will review the Test Plan and provide feedback on the experimental design. The ballast uptake events will occur, if possible, in three different Great Lakes ports representing the greatest diversity of conditions possible, both geographically and seasonally.

Proposed Budget

The total project budget is not to exceed \$1,110,000 and will be evenly distributed over 4 quarterly pay periods for a pay period amount of \$277,500.

Presenters:

- Jeff Kahler, Vice Chancellor for Administration and Finance, UW-Superior
- Dr. Matt TenEyck, Director, Lake Superior Research Institute, UW-Superior

BACKGROUND

Regent Policy Document 13-1 requires that any grant or contract with private, profit-making organizations with a value greater than \$1,000,000 for all institutions other than UW-Madison be presented to the Board of Regents for formal approval prior to execution.

Related Policies

- [Regent Policy Document 13-1](#), "General Contract Signature Authority, Approval, and Reporting"

**UW-SUPERIOR CONTRACTUAL AGREEMENT
WITH THE INTERLAKE STEAMSHIP COMPANY**

REQUESTED ACTION

Adoption of Resolution L., approving the contractual agreement between the Board of Regents and The Interlake Steamship Company.

Resolution L. That, upon recommendation of the Chancellor of the University of Wisconsin-Superior and the President of the University of Wisconsin System, the Board of Regents approves the contractual agreement between the Board of Regents of the University of Wisconsin System, doing business as UW-Superior, and The Interlake Steamship Company.

SUMMARY

Background

The Vessel Incidental Discharge Act of 2018 (VIDA) established the Great Lakes and Lake Champlain Invasive Species Program (GLLCISP). The GLLCISP has several stated purposes related to ballast water management, including developing, achieving type approval for, and piloting shipboard ballast water management systems (BWMS) applicable to commercial vessels operating solely within the Great Lakes and Lake Champlain Systems. The GLLCISP is administered by the U.S. Environmental Protection Agency's Office of Water and Great Lakes National Program Office. UW-Superior received enhanced Great Lakes Restoration Initiative funding (approximately \$14.4 million) to conduct research in support of GLLCISP.

Project Goals

To date, there have been very few land-based and shipboard regulatory test trials of BWMS conducted within the Great Lakes System. This lack of data begs the question of whether ballast water filters can effectively operate in relevant conditions and successfully treat Great Lakes ballast water to the regulatory discharge standard. Evaluation of a filter in the Great Lakes System must be conducted to answer this important question. The goal of the project is to increase the publicly available data on performance under real-world

operational conditions and in a variety of Great Lakes commercial ports. The key research question for the work to be conducted is whether the Filtersafe BSE1004-ST can treat Great Lakes ballast water effectively to meet the current discharge standards using existing test methods.

The research objectives associated with this project are to:

- Determine operational and biological efficacy of the filters under normal operating conditions and, when possible, challenging conditions.
- Assess each filter's impact on vessel operations (e.g., cargo loading/off-loading operations).
- Assess the impact of targeted water quality parameters on each filter's operation.
- Characterize biology and water quality conditions in Great Lakes commercial ports for inclusion in a publicly available Great Lakes Port Conditions Database.

The Project Team, consisting of Interlake Steamship Company (Interlake) is the vessel owner/operator and Filtersafe is the filter manufacturer representative. The Project Team submitted a proposal to the Lake Superior Research Institute (UW-Superior) in September 2022 in response to Great Waters Research Collaborative's Request for Proposals, R&D Plan Research Area 1 – Project 3: Shipboard Evaluation of the Effectiveness of IMO Compliant and U.S. Coast Guard Type Approved Ballast Water Management Systems in Great Lakes Water. An independent review panel assessed the proposal, and indicated that the proposed work has merit, addresses and meets the needs of the review criteria, and will likely answer important questions with respect to shipboard performance of BWMS in the Great Lakes.

This project will begin approximately February-March 2023. Test trials onboard selected shipboard platforms will not begin until approximately quarter 2 of 2024.

Proposed Work

Filtersafe will provide equipment anticipated to be installed in early 2024 on the test vessel Pathfinder, a 700-foot barge that carries diverse cargoes and that has a ballast water volume of over 2.9 million gallons. Interlake and Filtersafe will conduct commissioning and crew training during quarters 1 and 2 of 2024.

The Project Team will operate the filters starting in the 2024 Great Lakes shipping season. Once installed and commissioned, the BWMS will be operated continuously. GWRC plans to conduct a minimum of three sampling trials (ballast uptake and discharge and/or pre- and post-filter) during the following time-period blocks: April-June 2024, July-September 2024, and October-December 2024.

A Test Plan detailing the filter evaluation will be drafted by GWRC staff. The Project Team will review the Test Plan and provide feedback on the experimental design. The ballast uptake events will occur, if possible, in three different Great Lakes ports representing the greatest diversity of conditions possible, both geographically and seasonally.

Proposed Budget

The total project budget is not to exceed \$2,116,948 and will be evenly distributed over 8 pay periods for a pay period amount of \$264,619. The submission and approval of progress reports will be used to award funds to the Project Team.

Presenters:

- Jeff Kahler, Vice Chancellor for Administration and Finance, UW-Superior
- Dr. Matt TenEyck, Director, Lake Superior Research Institute, UW-Superior

BACKGROUND

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