

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Business & Finance Committee

Thursday, February 8, 2024
10:30 a.m. – 12:00 p.m.

Varsity Hall I, 2nd Floor
UW-Madison Union South
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 7, 2023 Meeting of the Business & Finance Committee
- D. UW-Madison Host Campus Presentation: "Investing in Innovations for the Public Good"
- E. UW-Madison Contractual Agreement with Fanatics Retail Group Fulfillment, LLC
- F. UW-Madison Contractual Agreement with Gold Country, Inc.
- G. UW-Superior Contractual Agreement with The Interlake Steamship Company
- H. UW System Status Report on Large/High-Risk Information Technology Projects
- I. UW System Report on Strategic Plans for Major Information Technology Projects
- J. Report of the Vice President for Finance and Administration
 - 1. Update on Engagement with Financial Consultant

Thursday, February 8, 2024

**UW-MADISON HOST CAMPUS PRESENTATION:
“INVESTING IN INNOVATIONS FOR THE PUBLIC GOOD”**

REQUESTED ACTION

For information and discussion.

SUMMARY

UW-Madison has been successful in generating additional revenues to invest in its mission. This presentation will provide an overview of the University’s current fiscal position as evidenced by performance on several key financial metrics. We will highlight the investments in important innovations in research, education, and service enabled by the generation of these additional revenues. Financial headwinds remain; these challenges will also be discussed.

Presenters

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

**UW-MADISON CONTRACTUAL AGREEMENT
WITH FANATICS RETAIL GROUP FULFILLMENT, LLC**

REQUESTED ACTION

Adoption of Resolution E., approving the contractual agreement between the Board of Regents and Fanatics Retail Group Fulfillment, LLC.

Resolution E. 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 agreement between the Board of Regents of the University of Wisconsin System, doing business as UW-Madison, and Fanatics Retail Group Fulfillment, LLC.

SUMMARY

The proposed agreement renews an 8-year partnership between UW-Madison's Department of Intercollegiate Athletics and Fanatics Retail Group Fulfillment, LLC to operate and maintain the Wisconsin Athletics official online store, buckyslockerroom.com. This renewal enables Wisconsin Athletics to maintain its relationship with the leading online retailer of officially licensed sports merchandise. Fanatics powers the e-commerce sites of all major professional sports leagues (NFL, MLB, NBA, NHL, MLS, NASCAR, PGA), major media brands (ESPN, NBC Sports, CBS Sports, FOX Sports) and over 900 collegiate and professional team properties.

Wisconsin Athletics and Fanatics have been e-commerce partners for more than seven years. During this time, the pace and magnitude of change has been significant: the pandemic; supply chain challenges; a consolidated football season; an adjusted academic experience; evolving consumer expectations; a shifting landscape of collegiate sports, etc. Despite all the change and market disruption, Fanatics generated more than \$32 million in e-commerce sales of Wisconsin merchandise over the first seven years of the agreement and continued to make minimum guarantee payments on time, resulting in \$1.75 million to Wisconsin Athletics. In addition, UW-Madison's e-commerce agreement with Fanatics is part of a larger, more comprehensive partnership with the University. As UW-Madison's exclusive long-term primary apparel and trademark licensing management partner, Fanatics Brands brings the UW-Madison brand to market while complementing Under Armour as UW-Madison's sideline apparel partner. Fanatics remains dedicated to

supporting Wisconsin Athletics' Under Armour partnership at the highest level, with e-commerce sales surpassing \$1.2 million in 2022.

Contract highlights include:

- A term of eight years beginning July 1, 2024 and continuing through June 30, 2032.
- An increased revenue share from 5% to 7% on sales from UW-Madison's official online store and across all e-commerce sites powered by Fanatics. UW-Madison sales are approximately \$4.5-\$5.0 million annually. Projecting a conservative Compound Annual Growth Rate (CAGR) of 4% and with a 7% revenue share, UW-Madison is projected to earn \$3.75 million over the term of the extended contract.
- Continued minimum \$250,000 annual guarantee, for a total 8-year guarantee of \$2.0 million.
- Continued 15% consumer products license revenue.
- Continued 50% net merchandise revenue from "game-used" items from online sales.
- An increased merchandise credit from \$12,500 to \$15,000 over the term of the extended contract.

Presenter

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

BACKGROUND

Regent Policy Document 13-1 requires that any grant or contract with private, profit-making organizations and UW-Madison with a value greater than \$10,000,000 be presented to the Board of Regents for formal approval prior to execution.

Related Policies

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

**UW-MADISON CONTRACTUAL AGREEMENT
WITH GOLD COUNTRY, INC.**

REQUESTED ACTION

Adoption of Resolution F., approving the contractual agreement between the Board of Regents and Gold Country, Inc.

Resolution F. 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 agreement between the Board of Regents of the University of Wisconsin System, doing business as UW-Madison, and Gold Country, Inc.

SUMMARY

The proposed agreement renews a partnership that has now spanned nearly two decades between UW-Madison's Department of Intercollegiate Athletics and Gold Country, Inc. to operate and maintain Wisconsin Athletics' brick-and-mortar retail stores (Bucky's Locker Room). This 8-year renewal enables Wisconsin Athletics to maintain its relationship with the retail-savvy, revenue-producing partner.

Gold Country, Inc. has continually invested in improving the customer experience by making renovations to their Camp Randall and Kohl Center stores. By building a strong brand and maintaining a focus on quality, Gold Country has generated more than \$10 million in sales of Wisconsin merchandise over the last seven years, resulting in over \$2.1 million to Wisconsin Athletics. During the span of the most recent contract, Gold Country has faced many of the same challenges as those in the collegiate retail space, including cancelled sporting events, a consolidated football season, reduced capacities and other pandemic-related issues. Despite all this, Gold Country has been a trusted, valued partner that has increased sales 35% over the last seven years of the current term.

Contract highlights include:

- A term of eight years beginning July 1, 2024 and continuing through June 30, 2032.
- \$400,000 capital investment for facility enhancements to Bucky's Locker Room retail stores designed to increase sales and drive revenue growth.

- Continued \$300,000 annual guarantee paid in quarterly disbursements of \$75,000 for retail sales up to \$1,500,000. Retail sales exceeding \$1,500,001 and up to \$2,000,000 pay an additional 30% per dollar generated. Retail sales exceeding \$2,000,001 pay 35% per dollar generated. Projecting a Compound Annual Growth Rate (CAGR) of 4%, UW is projected to earn \$4.5 million over the term of the extended contract.
- Increased annual contribution in merchandise value from \$25,000 to \$50,000.

Presenter

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

BACKGROUND

Regent Policy Document 13-1 requires that any grant or contract with private, profit-making organizations and UW-Madison with a value greater than \$10,000,000 be presented to the Board of Regents for formal approval prior to execution.

Related Policies

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

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

REQUESTED ACTION

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

Resolution G. 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

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 \$16.5 million) to conduct research in support of GLLCISP.

Project Goals

This project will be broken into two tasks, I and II:

Task I - 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 a component of a BWMS, such as a ballast water filter, can effectively operate and treat in relevant conditions and would 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 "Shipboard Evaluation to

Install, Operate, and Demonstrate Aspects of the Functionality of a Ballast Water Filter System Onboard the M/V MARK W. BARKER" (MWB) is to increase the publicly available data of filter performance under real-world operational conditions and in a variety of Great Lakes commercial ports with varying water quality. The key research question for the work to be conducted is whether the Filtersafe 25 µm SuperTurbo filter 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 onboard the MWB under normal operating conditions and, when possible, challenging conditions.
- Assess the filter's impact on vessel operations (e.g., cargo loading/off-loading operations).
- Assess the impact of targeted water quality parameters on the filter's operation.
- Characterize port biological and water quality conditions in Great Lakes commercial ports to include in a publicly available Great Lakes Port Conditions Database.

Task II - The initial design phase (Phase I) of shipboard filter testing onboard the barge DORTHY ANN PATHFINDER (PATHFINDER), was awarded February 10, 2023. To accomplish shipboard filter testing proposed onboard the barge, the existing ballast water system requires significant modifications. After initial detailed engineering was completed, it was determined that the filter units would need to be relocated to the abandoned bunker tanks on the port and starboard sides instead of being placed within the existing and easily accessible void spaces underneath the cargo slope plates. Due to the unexpected cost increase over the projected budget, the piping removal portion of the Phase I project was to be deferred unless additional funding could be obtained.

Proposed Work

Proposed Work -Task I MWB

The Project Team is led by Interlake Steamship Company (Interlake), the vessel owner/operator. Filtersafe will provide two 25 µm mesh filters and its "SuperTurbo" cleaning element. Filters will be installed in a suitable location in the port and starboard main ballast manifolds.

The test vessel is the 639-foot self-unloading, bulk carrier which entered service in 2022 as the first new U.S.-Flag vessel built in the Great Lakes in more than forty years. MWB was specifically designed to navigate the tight bends of the river system and haul unique cargoes.

During quarters 1 and 2 of 2024, detailed engineering will begin and filters will be purchased with installation anticipated to start during the first quarter of 2025. UW-Superior sampling will begin in quarter 2 of 2025.

The Project Team will facilitate a minimum of three sampling events of ballast uptake and discharge during the 2025 Great Lakes shipping season. UW-Superior plans to conduct a minimum of three sampling trials (i.e., ballast uptake and discharge and/or pre- and post-filter) during the following timeframes: April-June 2025, July-September 2025, and October-December 2025.

Proposed Work -Task II PATHFINDER

The abandoned bunker tank areas will be modified to have proper ventilation, lighting, and foundation modifications, in addition to the engineering for these changes. The existing independent ballast piping will be eliminated and removed to reduce the potential for contamination to remain within abandoned lines and in the ballast tanks to allow for more detailed cleaning and inspection of the spaces and further ensure high quality data.

Proposed Budget

The total project budget is not to exceed \$2,270,730. The MWB total costs will be distributed over 10 payments and the Pathfinder total costs of \$400,000 will be distributed in one final payment. 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

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

REQUESTED ACTION

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

Resolution H. 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 8, 2024; 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

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.

Attachments A and B provide a dashboard along with individual progress reports on the UW System's major IT projects. There are nine (9) major projects to report.

	Institution	Project Name	Milestone since July 2023 BOR Meeting
1	UW-Madison	Active Directory Migrations	Request for Approval
2	UW-Madison	Campus Access Controls Replacement	Completed
3	UW-Madison	Campus Access Controls Replacement – Phase 2	None to Report
4	UW-Madison	Point of Sale System	Phase Completed and Schedule Extended
5	UW-La Crosse	Wireless Network Refresh	Phase Completed
6	UW System	Administrative Transformation Program (ATP)	Replanning Complete
7	UW System	Enterprise Analytics Platform (EAP)	Scope, Schedule, and Budget Changes
8	UW System	Enterprise Identity Platform (EIP)	Multiple Go-Live Events
9	UW System	Hybrid Cloud Adoption for UWL, UWP, and UWSA	Build Completed

The overall portfolio totals \$260 million, which is a 1.2% increase from the \$256.8 million reported at the July 2023 Board of Regents (BOR) meeting. This increase is primarily attributed to the closing of one (1) project at the July 2023 BOR meeting and the requested addition of the following project:

- UW-Madison requests approval for the Active Directory Migrations project, which will consolidate multiple distributed Active Directory (AD) environments into a single university-wide instance. This consolidation will dramatically increase the security posture of the university as well as improve user experience by eliminating duplicative credentials. The final timeline and budget are pending negotiations with vendors but is estimated at 2.5 years and \$5-6 million. The final timeline and budget will be available at the next semi-annual update of this report.

Since the July 2023 BOR meeting, the following project has successfully completed:

- UW-Madison completed the Campus Access Controls Replacement project, which migrated over 4,000 doors to a new electronic access system and has improved overall physical security within the campus. The timeline was extended one (1) additional month (five months in total from the original plan) due to supply chain issues in receiving electronic equipment. The project ended \$346,000 (5.7%) over the original budget estimate, which stemmed from additional work discovered at the Wisconsin Institute for Medical Research. However, the project did finish within the tolerance (2%) of the revised budget established at the July 2023 BOR meeting,

and thus retains the green designation. The project team will now shift its attention to the Phase 2 project, which will add 47 new buildings to electronic access control and is scheduled for completion in December 2027.

The following six (6) projects have noteworthy updates since the July 2023 BOR meeting:

- UW-Madison's Point of Sale System project reduced its scope at the conclusion of a Request for Proposals (RFP) process to focus on the hardware/software replacement of the current solution while also adding a mobile ordering application. This scope reduction significantly reduced the budget by \$2.4 million. The hardware/software replacement was completed on the original timeline (December 2023), but the project was extended one (1) additional month to complete the mobile ordering application.
- UW-La Crosse's Wireless Network Refresh project was able to rework the network designs, re-sequence the work, and acquire staff augmentation resources so that most of the residence hall installations are now complete. The project is now on track to complete the remainder of the residence halls one (1) month early (July 2024). Project leadership is continuing to monitor critical staff vacancies and continues to seek staff augmentation until the positions are refilled. The project remains within budget.
- UW System's Administrative Transformation Program (ATP) project has, after the timeline revision approved at the October 2023 BOR meeting, replanned the full project and integrated all known effort into a single unified project plan. The project team now has a detailed set of metrics to track completion status with weekly leadership reviews to expedite interventions that may be necessary. Preliminary campus-level plans are now complete and continued refinement will occur throughout the spring. The timeline revision provided an opportunity to shift to a "Workday-first" approach for the procurement and supply chain management activities, which will reduce ongoing operating costs while also providing an integrated, improved user experience.

The project ***is still on track for a July 2025 go-live***, but project leadership is leaving the schedule status as yellow until they can confirm key details around data/reporting and supply chain management. The schedule and scope are expected to stay yellow until the successful completion of end-to-end testing in August 2024, which is when confirmation of critical functionality is expected.

The budget has now been returned to green status as the current projections are \$3 million under budget at completion. Project leadership meets weekly to review budget changes and forecasts to make every effort to ensure the project remains at or under budget.

- UW System's Enterprise Analytics Platform (EAP) project has experienced the ripple effects on scope, schedule, and budget stemming from the ATP timeline revision. The revised timeline is an opportunity to re-evaluate the data/reporting strategy to ensure the project is most effectively meeting the needs of campus users. As such, the scope for both EAP and ATP is yellow until this strategy is finalized. The timeline has also been revised to coincide with the ATP timeline.

As referenced at the July BOR 2023 meeting, the modern technical platform is significantly different than the legacy solutions and has posed a steep learning curve for existing staff. Unfortunately, the skill transition has not been quick enough, which has forced project leadership to supplement with external resources to ensure successful completion.

Switching to contractor labor has significantly increased the budget because 1) existing permanent staff labor was never factored into the project costs (per policy standard), and 2) individuals who possess these advanced skill sets are difficult to find and have relatively high rates. An additional impact on budget is the timeline revision, which increases the period for which the contracted labor and licensing is needed, thus increasing the overall budget.

The confluence of these three factors has increased the project budget by \$3.1 million. Note that \$2 million of the increase is a result of changing from internal labor to contractor labor. In other words, this was planned labor, but it must now be counted as part of the project to ensure consistency and transparency. The remainder of the \$1.1 million increase is due to: 1) \$0.6 million in the difference between contract and internal labor rates, 2) \$0.4 million in additional licensing due to the extended timeline, and 3) retaining a \$0.1 million contingency fund for additional unknowns.

- UW System's Enterprise Identity Platform (EIP) project has completed six (6) successful go-live events (Eau Claire, La Crosse, Parkside, River Falls, Whitewater, and UWSA) since the previous BOR meeting with two (2) more (Oshkosh and Green Bay) scheduled in January 2024. The project team is beginning to shift its attention to the "Okta Hub," which is a key part of the integration strategy between Workday and the local campus IT environments. The project remains on time and within budget.
- UW System's Hybrid Cloud Adoption for UWL, UWP and UWSA project has completed the building and testing of the technical environment. However, testing revealed technical issues with the automated disaster recovery/failover configuration, which must be fixed before workloads can be migrated into the environment. Unfortunately, the team is struggling to get the vendor support needed to correct the issue due to layoffs associated with Broadcom's acquisition of VMWare. Project leadership is continuing to press for solutions. If a solution can be

identified quickly, then the timeline might still be achievable; otherwise, the timeline may need to extend. The project remains within the original budget.

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	Institution	Project Name	Start Date	Scoped End Date	Revised Scoped End Date	Original Scoped Project Budget	Revised Scoped Project Budget	Schedule Status	Scope Status	Budget Status	Other Issues	Notes
1	Request for Approval	UW-Madison	Active Directory Migrations	March 2024	TBD		TBD (estimated at \$5-6M)						The schedule and budget are not yet finalized as negotiations with third party vendor have not concluded. Preliminary estimates target completion in July 2026 with a budget of \$5-6M. Final schedule and budget will be established at the conclusion of vendor negotiations and available at the next biannual review during the August 2024 Board of Regents meeting.
2	Completed	UW-Madison	Campus Access Controls Replacement	September 2019	May 2022	November 2023	\$ 6,051,423	\$ 6,397,874					The project completed successfully after one additional month due to ongoing impacts of supply chain issues on the ability to acquire the control boards. With additional work discovered at the WI Institute for Medical Research, and the project budget increased by \$67k (1.1%) since the July 2023 Board of Regents meeting, which falls below the threshold (2%) of changing the budget status to red.
3	None to Report	UW-Madison	Campus Access Controls Replacement - Phase 2	July 2023	December 2027		\$ 18,790,000						After Board approval in July 2023 and with the completion of phase 1 (above), the project team is now shifting full attention to phase 2.
4	Phase Completed and Schedule Extended	UW-Madison	Point of Sale System	January 2023	December 2023	January 2024	\$ 3,300,000	\$ 823,615					At the conclusion of the RFP, project leadership decided to only proceed with the point-of-sale specific project (lots 1-3 of the RFP). The remaining lots (4-5) will be evaluated as potential future projects, which is a scope reduction that significantly reduced the budget. The hardware and software replacements were completed within the original timeline, but the schedule was extended one month to implement the mobile ordering app.
5	Phase Completed	UW-La Crosse	Wireless Network Refresh	May 2022	June 2023	August 2024	\$ 2,400,000						<p>The project team was able to rework the designs, re-sequence the work, and acquire staff augmentation resources so that most of the residence hall installations are now complete. The project is now on track to complete the remainder of the residence halls one month early (July 2024). Project leadership is continuing to monitor critical staff vacancies and continue to seek staff augmentation until the positions are refilled.</p> <p>The staff augmentation mentioned above have not been focused on this project predominantly but are general backfill for vacant positions using the corresponding salary savings. Therefore, these additional costs are not included in the budget as they are acting like regular staff only dedicating a modest portion of effort on the project.</p>
6	Replanning Complete	UW-System	Administrative Transformation Program (ATP)	January 2021	July 2026	December 2025	\$ 212,000,000	\$ 211,866,117					From the timeline revision at the October 2023 Board of Regents meeting, the team has now replanned the full project and integrated all known effort into a single unified project plan. The project team now has a detailed set of metrics to track completion status with weekly leadership review to expedite interventions that may be necessary. Preliminary campus-level plans are now complete and continued refinement will occur throughout the spring. The timeline revision provided an opportunity to shift to a "Workday-first" approach for our procurement and supply chain management activities, which will reduce ongoing operating costs while also providing an integrated, improved experience for users. The project is still on track for a July 2025 go-live, but project leadership is leaving the schedule status as yellow until we can confirm key details around data/reporting, and supply chain management. The schedule and scope are expected to stay yellow until the successful completion of end-to-end testing in August 2024, which is when we should have confirmation of critical functionality. The budget has now been returned to green status as the current projections are \$3M under budget at completion. Project leadership meets weekly to review budget changes and forecasts to make every effort to ensure the project remains at or under budget.

DASHBOARD
LARGE/HIGH-RISK INFORMATION TECHNOLOGY PROJECTS

ROW	Milestone Since Last BOR Meeting	Institution	Project Name	Start Date	Scoped End Date	Revised Scoped End Date	Original Scoped Project Budget	Revised Scoped Project Budget	Schedule Status	Scope Status	Budget Status	Other Issues	Notes
7	Scope, Schedule, and Budget Changes	UW-System	Enterprise Analytics Platform (EAP)	October 2022	June 2025	December 2025	\$ 3,800,000	\$ 6,900,000					The ATP timeline revision has created ripple effects on the scope, schedule, and budget of EAP. The revised timeline is an opportunity to re-evaluate the data/reporting strategy to ensure we are most effectively meeting the needs of campus users. Unfortunately, the skill transition by the existing staff from legacy technology to the new technology has not been quick enough, which has forced project leadership to supplement with external resources to ensure successful completion. Switching to contractor labor has significantly increased the budget because 1) existing permanent staff labor was never factored into the project costs (per policy standard), 2) individuals who possess these advanced skill sets are difficult to find and have relatively high rates. A third impact on budget is the timeline revision, which increases the period for which the contracted labor and licensing is needed, thus increasing the overall budget. The confluence of these three factors have increased the project budget by \$3.1M. Note that \$2M of the increase is a result of changing from internal labor to contractor labor; this was planned labor, but it must now be counted as part of the project to ensure consistency and transparency. The remainder of the \$1.1M is due to: 1) \$0.6M in the difference between contract and internal labor rates, 2) \$0.4M in additional licensing due to the extended timeline, and 3) retaining a \$0.1M contingency fund.
8	Multiple Go-Live Events	UW-System	Enterprise Identity Platform (EIP)	January 2023	June 2025		\$ 5,500,000						<p>There have been six (6) successful and smooth go-live events (Eau Claire, La Crosse, Parkside, River Falls, Whitewater, and UWSA) since the July 2023 Board of Regents meeting with two more (Oshkosh and Green Bay) scheduled in January 2024.</p> <p>The remaining (non-Madison) campuses have yet to commit to a go-live date, which is causing planning issues as our consulting partner needs to proceed to the next phase of the project, which is to build the "Okta Hub" that is a key component of the overall integration strategy between Workday and the local campus IT environments. Campuses are aware that the project is moving forward and understand they may have limited professional services as the project leadership does not plan to increase the budget to acquire additional hours. The project is remains on time and within budget.</p>
9	Build Completed	UW-System	Hybrid Cloud Adoption for UWL, UWP, and UWSA	February 2022	December 2023	June 2024	\$ 2,000,000						<p>The overall build of the hybrid cloud is complete and tested. However, testing revealed technical issues with the automated disaster recovery/failover configuration, which must be fixed before workloads can be migrated into the environment.</p> <p>Unfortunately, these modifications require vendor (VMWare) assistance, but the timeline for securing those resources are currently unknown due to layoffs associated with Broadcom's recent acquisition of VMWare. Project leadership is continuing to press for solutions and working on a variety of options for resolution.</p> <p>In the meantime, the project team is deepening the plan for migrating servers from La Crosse, Parkside, and UWSA. With the increased planning and a swift resolution to the vendor challenges above, project leadership is hopeful to complete within current timeline. However, the timeline may need to be extended if a resolution is not found soon.</p>

Total Scoped Budget \$ 260,177,606

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

Active Directory Migrations



Milestone

Request for
Approval

Description: The Active Directory Migrations Project is a multi-year initiative to centralize the university's distributed directory environments into one Campus Active Directory (CAD) environment.

Impact: The campus has multiple instances of Active Directory (AD) which create challenges in advancing campus-wide cybersecurity controls. Reducing the number of domains on campus by migrating them into Campus Active Directory (CAD) is the most effective and sustainable strategy for reducing attack surface area, applying consistent domain policy and practices, consolidating infrastructure to enable the implementation of modern cybersecurity tooling, and reducing complexity of campuswide services leveraging S/C/D Active Directories. Further, this project will provide a better end-user experience by eliminating multiple credentials used in many environments.

Notes: The schedule and budget are not yet finalized as negotiations with third party vendor have not concluded. Preliminary estimates target completion in July 2026 with a budget of \$5-6 million. Final schedule and budget will be established at the conclusion of vendor negotiations and available at the next biannual review during the August 2024 Board of Regents meeting.

Timeline

March 2024 – TBD

Budget

TBD
(estimated at \$5-6M)

Source of Funds

Internally Available
to UW-Madison

Current Status:

Schedule
Scope
Budget
Other

Campus Access Controls Replacement



Milestone
Completed

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: The project completed successfully after one additional month due to ongoing impacts of supply chain issues on the ability to acquire the control boards. With additional work discovered at the WI Institute for Medical Research, the project budget increased by \$67,000 (1.1%) since the July 2023 Board of Regents meeting, which falls below the threshold (2%) of changing the budget status to red.

Timeline

Sept. 2019 – Nov. 2023
(extended from Sept. 2023)
(extended from June 2023)

Final Budget

\$6,397,874
(increased from \$6,330,360)
(increased from \$6,051,423)

Source of Funds

Internally Available
to UW-Madison

Final Status:

Schedule
Scope
Budget
Other

Campus Access Controls Replacement – Phase 2



Milestone
None to
Report

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

Impact: Completion of replacing existing door locks on the legacy software and adding 47 new buildings to allow for central control of locking to significantly improve campus safety.

Notes: After Board approval in July 2023 and with the completion of phase 1 (above), the project team is now shifting full attention to phase 2.

Timeline

July 2023 – Dec. 2027

Budget

\$18,790,000

Source of Funds

Internally Available
to UW-Madison

Current Status:

Schedule
Scope
Budget
Other

Point of Sale System



Milestone

Phase
Completed

Schedule
Extended

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: At the conclusion of the RFP, project leadership decided to only proceed with the point-of-sale specific project (lots 1-3 of the RFP). The remaining lots (4-5) will be evaluated as potential future projects, which is a scope reduction that significantly reduced the budget. The hardware and software replacements were completed within the original timeline, but the schedule was extended one month to implement the mobile ordering app.

Timeline

Jan. 2023 – Jan. 2024
(extended from Dec. 2023)

Budget

\$823,615
(decreased from \$3,300,000)

Source of Funds

Internally Available
to UW-Madison

Current Status:

Schedule
Scope
Budget
Other

Wireless Network Refresh (UWL)



Milestone

Phase
Completed

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: The project team was able to rework the designs, re-sequence the work, and acquire staff augmentation resources so that most of the residence hall installations are now complete. The project is now on track to complete the remainder of the residence halls one month early (July 2024). Project leadership is continuing to monitor critical staff vacancies and continue to seek staff augmentation until the positions are refilled.

The staff augmentation mentioned above have not been focused on this project predominantly but are general backfill for vacant positions using the corresponding salary savings. Therefore, these additional costs are not included in the budget as they are acting like regular staff only dedicating a modest portion of effort on the project.

Timeline

May 2022 – Aug. 2024
(extended from 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
Replanning
Complete

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: From the timeline revision at the October 2023 Board of Regents meeting, the team has now replanned the full project and integrated all known effort into a single unified project plan. The project team now has a detailed set of metrics to track completion status with weekly leadership review to expedite interventions that may be necessary. Preliminary campus-level plans are now complete and continued refinement will occur throughout the spring.

The timeline revision provided an opportunity to shift to a "Workday-first" approach for our procurement and supply chain management activities, which will reduce ongoing operating costs while also providing an integrated, improved experience for users.

The project is still on track for a July 2025 go-live, but project leadership is leaving the schedule status as yellow until we can confirm key details around data/reporting, and supply chain management. The schedule and scope are expected to stay yellow until the successful completion of end-to-end testing in August 2024, which is when we should have confirmation of critical functionality.

The budget has now been returned to green status as the current projections are \$3M under budget at completion. Project leadership meets weekly to review budget changes and forecasts to make every effort to ensure the project remains at or under budget.

The project team is also continuing to monitor and mitigate risks around data and reporting strategies along with the campus technical work around retrofitting the 800+ ancillary systems that will need to consume data from Workday.

Timeline

Jan. 2021 – Dec. 2025
(revised from Dec 2024)
(revised from Dec 2026)

Budget

\$211,866,17
(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

Scope,
Schedule,
and Budget
Changes

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 ATP timeline revision has created ripple effects on the scope, schedule, and budget of EAP. The revised timeline is an opportunity to re-evaluate the data/reporting strategy to ensure we are most effectively meeting the needs of campus users. As such, the scope for both EAP and ATP are yellow until this strategy is finalized. The timeline has also been revised to coincide with the ATP timeline.

Timeline

Oct. 2022 – Dec. 2025
(extended from June 2025)

Budget

\$6,900,000
(increased from \$3,800,000)

Source of Funds

Internally Available
to the UW System

Current Status:

Schedule
Scope
Budget
Other

As referenced at the July 2023 meeting, the modern technical platform is significantly different than our legacy solutions and has posed a steep learning curve for existing staff. Unfortunately, the skill transition has not been quick enough, which has forced project leadership to supplement with external resources to ensure successful completion.

Switching to contractor labor has significantly increased the budget because 1) existing permanent staff labor was never factored into the project costs (per policy standard), 2) individuals who possess these advanced skill sets are difficult to find and have relatively high rates. A third impact on budget is the timeline revision, which increases the period for which the contracted labor and licensing is needed, thus increasing the overall budget.

The confluence of these three factors have increased the project budget by \$3.1M. Note that \$2M of the increase is a result of changing from internal labor to contractor labor. In other words, this was planned labor, but it must now be counted as part of the project to ensure consistency and transparency. The remainder of the \$1.1M is due to: 1) \$0.6M in the difference between contract and internal labor rates, 2) \$0.4M in additional licensing due to the extended timeline, and 3) retaining a \$0.1M contingency fund for additional unknowns.

Enterprise Identity Platform (EIP)



Milestone

Multiple
Go-Live
Events

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: There have been six (6) successful and smooth go-live events (Eau Claire, La Crosse, Parkside, River Falls, Whitewater, and UWSA) since the July 2023 Board of Regents meeting with two more (Oshkosh and Green Bay) scheduled in January 2024.

The remaining (non-Madison) campuses have yet to commit to a go-live date, which is causing planning issues as our consulting partner needs to proceed to the next phase of the project, which is to build the "Okta Hub" that is a key component of the overall integration strategy between Workday and the local campus IT environments. Campuses are aware that the project is moving forward and understand they may have limited professional services as the project leadership does not plan to increase the budget to acquire additional hours. The project remains on time and within budget.

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, UW-Parkside and UWSA



Milestone

Build
Completed

Description: A project to consolidate UW-La Crosse (UWL), UW-Parkside (UWP) 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 overall build of the hybrid cloud is complete and tested. However, testing revealed technical issues with the automated disaster recovery/failover configuration, which must be fixed before workloads can be migrated into the environment.

Unfortunately, these modifications require vendor (VMWare) assistance, but the timeline for securing those resources are currently unknown due to layoffs associated with Broadcom's recent acquisition of VMWare. Project leadership is continuing to press for solutions and working on a variety of options for resolution.

In the meantime, the project team is deepening the plan for migrating servers from La Crosse, Parkside, and UWSA. With the increased planning and a swift resolution to the vendor challenges above, project leadership is hopeful to complete within current timeline. However, the timeline may need to be extended if a resolution is not found soon.

Timeline

Feb. 2022 – June 2024
(extended from Dec 2023)

Budget

\$2,000,000

Source of Funds

Internally Available
to the UW System

Current Status:

Schedule

Scope

Budget

Other

UW SYSTEM REPORT ON STRATEGIC PLANS FOR MAJOR INFORMATION TECHNOLOGY PROJECTS

REQUESTED ACTION

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

Resolution I. 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 2024-2025 and the projects delegated to the UW System President and Chancellors for FY 2023-24.

Presenter

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

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

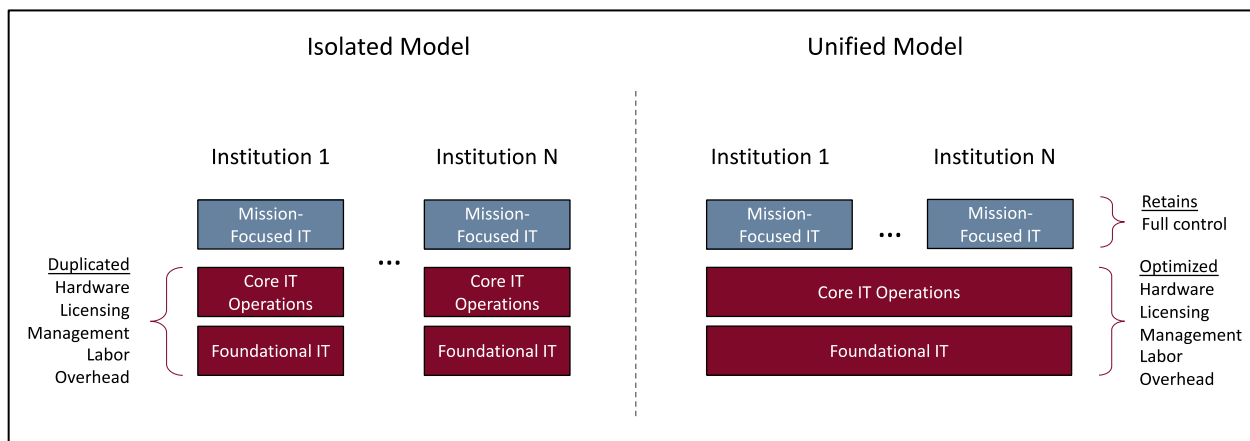
management and reporting requirements related to large or high-risk information technology (IT) projects. Any IT project that exceeds or is projected to exceed \$1,000,000 or is deemed high-risk to the functions of the System or institution requires explicit approval by the Board of Regents before the 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 H. 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 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 2023		
<u>SIS Consolidation</u> - Consolidated the Student Information Systems (SIS) for nine (9) universities (Green Bay, La Crosse, Madison, Oshkosh, Parkside, River Falls, Stevens Point, Stout, and Superior) into a single infrastructure and service organization to collectively save \$1M in annual operating costs. The remaining four (4) universities (Eau Claire, Milwaukee, Platteville, and Whitewater) are actively evaluating options to join the service.	\$3.3M	February 2023
In Progress		
<u>Hybrid Cloud Adoption for UWL, UWP, and UWSA</u> - Consolidation of UW-La Crosse, UW-Parkside 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.	\$2.0M	June 2024
<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.	\$3.8M	December 2025
<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

Project / Service	Cost	Completion
In Progress		
<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. Currently implementing a pilot of OmniSOC at UWSA and the outcomes will drive a potential enterprise recommendation.	\$191k (pilot)	February 2024 (UWSA pilot)
<u>Network Administration as a Service</u> – Consolidate the management and technical architecture of local area networking (LAN) across the comprehensive UW institutions. UW-Parkside is the initial campus customer, and the project team is now establishing the service definition and preparing for a full network refresh at the Parkside campus, which will serve as a pilot design and delivery model for other universities.	TBD	TBD
For Future Planning		
<u>Vendor Risk Assessment Service</u> - Third party risk is an increasing threat to the information security posture of the Universities of Wisconsin. This service would centralize this activity to improve quality, lower costs, improve security posture, and free-up campus staff to focus on more mission-focused activities.	TBD	TBD
<u>Business Analyst as a Service</u> – The Business Analyst (BA) skillset is critical for ensuring that technical solutions meet the needs of the university and add the necessary value but is becoming an increasingly difficult skillset to recruit, hire, and retain. This service would establish a team of qualified professionals that could work on behalf of the universities to improve access to resources/skills sets and add staffing resiliency that universities are unable to realize individually.	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-Platteville explicitly submitted empty new project plans because their major projects 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

	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.
Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Financial Resources	Staffing Resources	Estimated Budget
UW System	SIS Consolidation	Consolidates the Student Information Systems (SIS) for nine (9) institutions (GBY, LAC, MSN, OSH, PKS, RVF, STP, STO, SUP) into a single infrastructure and service organization.	UW System collectively saved \$1M in annual operating cost while significantly improving its security posture and disaster recovery resilience.	Completed	Successfully consolidated nine (9) campuses into a single hosting environment and service infrastructure.	Existing	Additional	\$1M - \$4.9M
UW System	Youth Activity Registration System (YARS)	An information system to establish an authoritative list of all youth activity programs being delivered across the UW System, which is required by policy.	System policy 625 requires management to keep an accurate inventory of all youth program activities to ensure each program performs the necessary compliance required to safely deliver the programs.	Completed	Create a central registry for existing programs and a process for establishing new programs.	Existing	Existing	\$250k - \$499k
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 La Crosse, Parkside, and UW System Administration	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	Enterprise Document Imaging	Establish an enterprise grade document management and imaging system that can serve both central administrative systems (eg, Workday) and local campus needs (eg, scanning transcripts in the SIS). The ATP team is establishing a short-term solution while establishing the business case for a full enterprise option.	ATP has generated the need an enterprise document management solution for both an archive (pre-Workday) to meet retention compliance requirements as well as ongoing administrative documents that will not be part of the Workday scope.	High	Leverage the scale of the system to establish a central service/platform for managing a variety of document management needs.	Existing	Additional	\$1M - \$4.9M

UW System Annual Strategic Plan Project Inventory
FY24 and FY25

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Financial Resources	Staffing Resources	Estimated Budget
UW System	Security Operations Center (SOC) services	Provides the platform (Security Information Event Management, SIEM) AND 24 x 7 monitoring for less than the cost of the SIEM alone. It is a tiny fraction of the cost, and effort, that it would take to build an internal 24 x 7 Security Operations Center (SOC). Currently implementing a pilot at UWSA and outcomes will drive potential enterprise recommendation.	The lack of a 24 x 7 monitoring service is the biggest information security risk across UW System.	High	A SOC service will extend existing information security detection and response capabilities while improving workforce resiliency, threat hunting capabilities and business continuity. Additionally, it reduces IT infrastructure expenses in a flexible, scalable solution.	Existing	Existing	\$1M - \$4.9M
UW System	Distributed Denial of Service (DDoS) mitigation software	Software intended to mitigate the effects of distributed denial of service attacks against a campus or the systemwide network.	Bad actors try to attack institutions with denial of service attacks to flood a network and make it unusable for a variety of reasons (extortion, political purposes, interrupt education) and DDoS mitigation software helps ensure a campus network can remain up and running.	High	The systemwide network will be more resilient against this type of attack, improving business continuity.	Existing	Existing	\$500k - \$999k
UW System	Software Defined Wide Area Network (SD-WAN)	Software and hardware to facilitate data sharing across UW System	The Universities of Wisconsin need a reliable, agile (flexible and scalable), secure network connectivity environment amongst its campuses and between campuses and cloud service providers to enable seamless collaboration and secure application and data sharing of critical IT systems	High	Critical dependency for the Enterprise Analytics Platform, easier sharing of data between campuses and service providers.	Existing	Existing	\$500k - \$999k
UW System	Degree Management Platform	Four campuses have recently implemented the Stellic Degree Management Platform with impressive results and there is significant interest among many other campuses to also adopt the tool. A team of Registrars has been established to evaluate options and make recommendations.	Degree management platforms provide user-friendly tools that enable students to more effectively manage their college career to most efficiently complete their degree.	Medium	Adoption of a common platform and leveraging of system-wide scale to reduce costs.	Existing	Additional	\$1M - \$4.9M
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	\$500k - \$999k

UW System Annual Strategic Plan Project Inventory
FY24 and FY25

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Financial Resources	Staffing Resources	Estimated Budget
UW System	PeopleSoft as a Service (PSaaS) Expansion	UW System and UW Madison collaborate to offer hosted Peoplesoft environments to campuses. Currently nine (9) campuses subscribe and the remaining four (4) are actively evaluating the option to join.	PSaaS offers cost savings over traditional Oracle licensing. Dedicated staff also provide greater depth of knowledge and routinized patching and updates.	Medium	Campuses will see a reduction in total cost of ownership for products using Oracle databases.	Existing	Additional	\$250k - \$499k
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.	Medium	Facilitates closing of security gaps in the IT environments across all UW institutions. Pending completion of Harmony Project for implementation in UWSA.	Existing	Existing	\$100k - \$249k
UW System	Master Data Management (MDM) Strategy	Strategy development for Master Data Management (MDM) for person data. This will allow us to identify, classify and de-duplicate people associated with our universities.	Strategy to identify the person and enable access to services required based on their affiliation with our organization	Low	Develop strategy during FY25	Existing	Existing	\$50k - \$99k
Eau Claire	Sonnentag Building Project - IT Plan	Installing and configuring all hardware and systems for usage at new athletic sports facility.	New Sonnentag building is coming online between spring and summer 2024. Remaining IT purchases will go through in FY24 and FY25.	High	Sonnentag will impact campus in a very positive way with a new state of the art athletics complex and building coming online. Financial resources are through project or through UWEC central funds that already exist for project.	Existing	Existing	\$1M - \$4.9M
Eau Claire	Workday - ATP Project	UW System migrating to Workday for HRS and Financials will have a significant impact on resources at UW-Eau Claire, especially as it relates to staff time.	UW-Eau Claire will need to adjust all accounts, verify ancillary system data feeds, test, quality assurance. Along with those items, there is also discussion about going from cash to accrual.	High	The ATP Workday project will have a big impact on our business services and accounting area along with our Enterprise Software Systems (ESS) team in Learning & Technology Services (LTS).	Existing	Existing	\$50k - \$99k
Eau Claire	Grad Slate	Setting up and configuring instance of Slate for graduation programs.	Setting up separate instance of Slate software for admissions and in particular for graduate level programs at UW-Eau Claire.	Medium	Admissions would be impacted along with graduate study programs.	Existing	Existing	\$50k - \$99k
Eau Claire	Implement New VoIP Solution	Migrate to new VoIP service for campus. Research was conducted in FY24 with purchase and implementation to occur in FY25.	Cisco Call Managers are up for rotation. The question is to stay with Cisco or move to Microsoft Teams or move to a different product. 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

UW System Annual Strategic Plan Project Inventory
FY24 and FY25

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Financial Resources	Staffing Resources	Estimated Budget
Green Bay	Hybrid-Flexible Classrooms - Technology Upgrades	Upgrade classroom technology and add enhancements to 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 of attending class in person or online. Existing standard technology is aging and many current classrooms do not support distance education options for students.	High	Impacts faculty and students at UW-Green Bay.	Existing	Existing	\$250k - \$499k
Green Bay	HelioCampus Student Life Cycle	This project is an expansion of the UW-system CDR and LMS modules. We are exporting our student SIS data into the HelioCampus Redshift data lake environment where it will be stored and structured for reporting purposes.	This new technology will provide improved reporting and dashboard capabilities to assist with strategic operational and budgetary decisions.	High	Provides new tools and capabilities to staff and faculty at UW-Green Bay.	Existing	Existing	\$100k - \$249k
Green Bay	E-sports Lab Expansion	Expansion of our e-sports gaming lab in the student union. The expansion would increase our current capacity from 18 to 30 computers. We will also need additional network drops, temporary walls and software.	The e-sports lab has been very popular with our students and has added to student engagement and enrichment on campus.	Medium	Impacts students at UW-Green Bay.	Existing	Existing	\$50k - \$99k
Green Bay	New student housing software	The Office of Residence Life has requested a conversion of their housing software from StarRez to ERezLife. The new application provides a more streamlined solution for students in our residence halls.	The Office of Residence Life is unhappy with its current software, including its capabilities, support and cost.	Low	Provides new tools and capabilities to staff at UW-Green Bay.	Existing	Existing	\$50k - \$99k
La Crosse	Digital Card Access	We are currently reviewing and evaluating new digital card access including mobile solutions to potentially replace/upgrade our current system.	CBORD is our current solution for digital card access and one card system. Unfortunately, CBORD will no longer support many of our switches related to door access. Current estimates to replace all related equipment is \$300,000. Before replacing these equipment before 2025, we wanted to evaluate whether CBORD remains to be the best option. This is especially true when considering the potential of "integrating" other life safety devices (e.g. emergency alerts, security cameras, panic buttons, and etc.). We also need to evaluate the use of digital devices that students may prefer over a card.	High	We will either have to replace soon to be unsupported equipment with CBORD or implement a new solution. Implementation of a new solution would require changes to existing processes. This would include the process of "re-carding" existing digital cards.	Existing	Additional	\$250k - \$499k

UW System Annual Strategic Plan Project Inventory
FY24 and FY25

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Financial Resources	Staffing Resources	Estimated Budget
La Crosse	Asset Management	Consolidation of inventory and management of assets. Note: the cost may vary depending on whether we will include asset tagging as part of the consolidation. It would be lower if it is not to be included.	Currently, assets are managed by individual areas (Procurement, Budget, and ITS). Each area has a separate method of maintaining inventory. Consolidating asset management would help bring efficiencies. Asset management would not simply be inventory management, but helps address T&C reviews/storage, renewal reminders, and improve buying power with volume discounting (versus individual department purchases). Finally, this is in support of the recent IT audit. We are currently evaluating Ivanti, but may need to make a separate purchase if needs/limitations are not met.	High	Consolidation of asset management would not only reduce redundancies, but improve accuracy and efficiencies of operations. It will also reduce costs by increasing buying power.	Existing	Existing	\$100k - \$249k
La Crosse	Security Operations Center	Purchase the services of a 24x7 Security Operations Center that would monitor and respond to a cyberattack.	Our cybersecurity defense is severely limited to the hours of our staff. We have limited staff and tools. More importantly, even with the tools, UWL currently has the capacity to properly respond during the 40 hours a week of operations. Unfortunately, cyberattacks occur 24x7. Therefore, the university is vulnerable 75% of the time.	High	A successful cyberattack may result in stopping business operations, financial losses, and reputational loss. In addition, it may increase risk to other UW institutions, especially with shared solutions such as HRIS.	Existing	Additional	\$100k - \$249k
La Crosse	Digital Transformation	Digital transformation, including the implementation of data and privacy governance, will impact funding and staffing needs. Currently, there aren't any specific project and/or budget requirements. However, project recommendations will be forthcoming with the approval of data & privacy governance and the general proposal for digital transformation.	Data & Privacy Governance has been approved and the committee will be established in February 2024. Projects may be recommended that may require additional software, legal support, and/or consultation as a result of the committee recommendations. There isn't any project identified at this time.	High	The product of the committee will result in improved operations, improved efficiencies, improved regulatory compliance, and potentially improved cost management. With the creation of a business glossary, we would be able to review and refine our business processes.	Existing	Additional	\$50k - \$99k

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Financial Resources	Staffing Resources	Estimated Budget
La Crosse	Technical Training Center	Establish a technical training center that incorporates both technical and functional training, and develops best practices. This would include digital literacy and adaption.	With the growing number of employees leaving the university, we have lost knowledgeable staff that was part of the implementation of solutions including the extensive training they received. In addition, technology is changing at a rapid pace (e.g. generative artificial intelligence), but employees are unable to obtain training and/or opportunities to properly embrace these changes into their operations.	Medium	Our operations are becoming less efficient/effective since no official training have been provided since implementation. Continued losses of experienced staff is creating an environment where we do not know what we don't know. Decreasing efficiencies eventually lead to higher operational cost.	Existing	Additional	\$100k - \$249k
La Crosse	Remote Support Software	Software that allows Client Services to access customer endpoints (e.g. computers, tablets, etc.) remotely after customer approves access.	Currently, customers will have to come on campus or we will need to deploy staff to offices/classrooms to support their devices. Phone support last longer when we require customers to describe their screen and/or instructions must be provided. A remote support services would first require the customer to approve. Once approved we are able to remote control their device and quickly assist the customer.	Medium	Growing use of technology is increasing demands of customer support. As a result, staffing will need to increase to maintain current level of support. Remote support software would allow us to be more efficient with our support reducing time for each support. Customers would also benefit by obtaining a resolution sooner.	Existing	Existing	\$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	Completed	See the large/high-risk IT projects report for details	Existing	Existing	\$1M - \$4.9M
Madison	DOA Data Center Migration	The data centers managed by the Division of Information of Technology are old and require significant investment to remain safe, reliable, and code-compliant. DoIT is migrating IT systems to other data center colocation facilities:leased space at a commercial data center (OneNeck) and leased space at the State's data center managed by the Department of Administration (DOA).	The data centers managed by the Division of Information of Technology are old and require significant investment to remain safe, reliable, and code-compliant. Instead of investing more capital in these aging facilities, DoIT is migrating IT systems to other data center colocation facilities. In addition to existing leased space at a commercial data center (OneNeck) DoIT will lease space at the State's data center managed by the Department of Administration (DOA.)	Completed	Migration of hosted customers to the new data centers.	Existing	Existing	\$1M - \$4.9M
Madison	SIS Consolidation	Consolidated the Student Information Systems (SIS) for nine (9) universities into a single infrastructure and service organization to collectively save \$1M in annual operating costs.	Reducing risk and lowering costs across the Universities of Wisconsin	Completed	Green Bay, La Crosse, Madison, Oshkosh, Parkside, River Falls, Stevens Point, Stout, and Superior have adopted the service	Existing	Existing	\$1M - \$4.9M

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Financial Resources	Staffing Resources	Estimated Budget
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.	Completed	General library is only client at this time in support of their direct customers- doctoral dissertations.	Additional	Existing	\$500k - \$999k
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 / JSPP) 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.	Completed	105+ UW Madison departments that use electronic health information.	Existing	Existing	\$250k - \$499k
Madison	Campus Access Controls Replacement - Phase 2	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	\$10M +
Madison	Active Directory Migrations	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
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
Madison	Research Data Center	Procurement, site improvement, and migration to a new data center facility that supports the growing demand for research computation at UW-Madison.	UW-Madison's contract with a colocation provider is expiring in August 2024. Additionally, the trend in research computing is significantly higher-powered devices than used historically. Current data center options do not support this infrastructure, and are already at capacity. A new, longer-term facility is needed to support research computation for the next 10+ years.	High	Scope of impact is UW Madison units that participate in research computing. We would potentially also need to coordinate with UW System Administration on migrating some equipment from the current data center to a future facility, however this is not yet known. Such a migration would seek to minimize downtime.	Existing	Existing	\$10M +

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Financial Resources	Staffing Resources	Estimated Budget
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	\$5M - \$9.9M
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 so many 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	Smart Access (Zero Trust)	Implement a zero trust architecture cybersecurity strategy across UW-Madison that will focus on protecting university data. The implementation will include BYOD in addition to university owned devices.	The current cybersecurity defense measures in use by many organizations is no longer sufficient to protect against rapidly emerging cybersecurity threats. A failure to improve our cybersecurity threat defenses in this area means vulnerabilities to compromise will increase over time. Extending the current strategy will not work.	High	Scope of impact to UW Madison campus datacenter network, research drive infrastructure, wireless core and connection to SysNet 2020.	Existing	Additional	\$1M - \$4.9M

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Financial Resources	Staffing Resources	Estimated Budget
Madison	Salesforce/Blackthorn-Enterprise	Adopt Salesforce CRM and Blackthorn Event for the UW Madison campus. This will allow all UW Madison campus to have a central way of doing event registrations.	UW-Madison is using 27 different systems, resulting in 126 separate applications and instances across Schools, Colleges, Divisions, and Units. Departments on campus spend approximately \$400,000-450,000 annually across three main areas—Accruent EMS, Ungerboeck (for events) and a variety of other systems. While event technology exists in a decentralized way on campus, a grassroots effort formed on campus during the pandemic to collaborate on best practices, share information and recommendations, and break down the silos on campus for the betterment of our staff and constituents involved in events. This project will provide an opportunity to centralize event registration and management on campus, meeting the needs of the event management lifecycle using Blackthorn Event Management system.	High	UW-Madison units	Additional	Additional	\$500k - \$999k
Madison	Sophos Replacement	Current product for anti-virus/anti-spam scanning of M365 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 M365 email.	Existing	Existing	\$500k - \$999k
Madison	Operation Upgrade: SAN Upgrade	Upgrading an existing SAN going EOL in December 2023	The existing Compellent SAN is going EOS on 12/1/23 and needs to be replaced.	High	Impact to UW Madison Athletic Department	Existing	Existing	\$250k - \$499k
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

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Financial Resources	Staffing Resources	Estimated Budget
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
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 100 Gbps 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 border 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	UW-Madison DDoS Service	This project is contingent on whether UW-System funds a systemwide DDoS Service. The project will develop, implement and manage an on network and cloud-based Distributed Denial of Service (DDoS) "scrubbing service" solution to cleanse malicious (volumetric and protocol-based) inbound DDoS attack traffic destined for the UW-Madison campus. The new service would replace an existing (CloudFlare) service if a systemwide service is not approved/funded.	UW-Madison has 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-Madison campus	Existing	Existing	\$500k - \$999k
Madison	Event Management Service (EMS) Database consolidation and cloud migration	Consolidate multiple databases and migrate from on-premises to cloud hosting to gain efficiency, increase scalability, and remediate supportability challenges.	The Event Management Service is used to schedule an average of 300,000 meetings annually across over 3500 rooms. This project will unify on a single standard across all buildings/rooms. The on-premises infrastructure is aging and unsustainable; the cloud hosting addresses supportability challenges. The current model also cannot scale and the future-state will allow easier onboarding of additional rooms/buildings.	Medium	Scope of impact is UW Madison units (14) that currently fund the service.	Existing	Additional	\$250k - \$499k

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	IT Service Excellence	Selection of a new IT Service Management (ITSM) and Help Desk tool, implementation of CRM, and modernization of support technology for Division of Information Technology customers.	The existing ITSM tool is going end of life December 2026 and needs to be replaced. Additionally, the Division of Information Technology seeks to modernize its Help Desk, service portal, billing, and other customer interactions to improve customer experiences, create additional automation opportunities, and improve efficiency.	Medium	UW-Madison units	Existing	Existing	\$250k - \$499k
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	Artificial Intelligence @ UWM	Establish a campus technology and security framework which allows UWM innovators to explore, prototype and implement AI-based applications and services. This includes creating new governance structures and establishing an AI-based portfolio which can be readily consumed.	The potential impact and value of AI-based technologies cannot be overstated. It can reduce operational burdens, deliver new capabilities, and enhance experiences. All of these outcomes have been deemed essential to support the campus strategic plan.	High	The main challenge is to share data while protecting it and fostering innovation. Tracking emerging capabilities is vital for maximizing opportunities. Identifying compelling use cases is crucial for demonstrating value. Successful implementation can reduce workloads and attract students and talent.	Additional	Additional	\$250k - \$499k
Milwaukee	EMS Data Center HVAC Replacement/Upgrade	In the past, this state project was 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

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Milwaukee	Administrative Transformation Program (ATP) at UWM	In preparation for the rollout of ATP across the UW System, this initiative is designed to ensure that business processes, integrations, data, and adjacent systems are ready to be leveraged by the go-live date of ATP.	This initiative will enhance business maturity through the implementation of standardized and highly automated workflow.	High	With this implementation, business can be conducted more quickly and consistently.	Existing	Additional	\$100k - \$249k
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
Milwaukee	Vulnerability and Patch Management	This effort will significantly reduce the number of systems which connect to the UWM network that are not adequately protected from security exploits due to the lack of software patches designed to prevent them.	Unpatched systems increase the attack surface of UW's digital environment.	High	This effort greatly decreases the likelihood of security compromises due to the exploitation of historical vulnerabilities.	Existing	Additional	\$100k - \$249k
Milwaukee	Data Management	This effort will establish a new data governance structure designed to manage campus data more holistically. It will also establish a partnership amongst data practitioners so that we can better establish common practices and align work to more strategic needs.	This effort will establish a new data governance and management framework which will elevate the how we manage data to promote how people trust data through completeness, accuracy, timeliness, and consistency.	High	With this implementation, data can more readily be consumed with confidence. Resources can also be connected to the most critical needs and shared broadly across the campus.	Existing	Existing	\$50k - \$99k
Milwaukee	IT and Data (ITD) Strategic Planning	This effort will establish future directions for the IT and data portfolios at UWM. The focus will be campus-wide and will draw upon the concept of adaptive strategic planning and ITD governance to execute.	This will clarify how investments in IT and data capabilities will help the University achieve its own strategic outcomes. Comprehensive plans can guide the positioning of IT services to support campus transformation initiatives.	High	Drawing upon the goals of the campus strategic plan and the perspectives of campus leadership, stakeholders, partners, and ITD professionals, this plan will describe the future of ITD at UWM. It will also establish goals and some initial objectives to deliver. This plan will also redefine the campus ITD governance framework to allow more holistic decision-making and the prioritization of efforts which will get us there.	Existing	Existing	\$50k - \$99k
Milwaukee	PeopleSoft as a Service (PSaaS)	Transition PAWS, UWM's on-premise SIS based upon PeopleSoft, to the hosted offering provided by UW System.	This transition frees up talent and other resources at UWM so that they may be focused on other more impactful work.	High	Business process will need to reflect this shift. We will also need to update appropriate integrations.	Existing	Existing	\$50k - \$99k
Milwaukee	Washington County Campus Closure	Coordinated deprovisioning and relocation of IT assets, network hardware, classroom AV-tech, and telephony equipment.	To enhance the financial viability of UWM, the Washington County Campus is being closed.	High	The closure of this site will require the shifting of students, faculty, and courses to other sites, which are retained as a byproduct of this planning.	Existing	Existing	\$50k - \$99k

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Financial Resources	Staffing Resources	Estimated Budget
Milwaukee	Cloud Storage Management	This effort will allow the University to remain within the revised storage limits for OneDrive.	The primary cloud storage platform available to UWM faculty, staff, and students is through Microsoft's OneDrive offering. In mid-2024, individual and institutional limits are being capped requiring the development of new reporting, policies, and guidance.	Medium	All users will need to pay attention to how they leverage cloud storage in order to not exceed these new limits or what happens when they do.	Existing	Existing	\$50k - \$99k
Milwaukee	Fax Line migration from Centrex to new technical solution	With UWM's move to Microsoft Teams telephony, and the coincident retirement of Centrex lines at UWM, this project will: comprehensively document current fax line use/configuration; investigate and recommend solutions; and migrate needed fax services to a new campus solution.	Approximately 250 Centrex phone lines now support fax functionality at UWM. Some fax-related devices are dedicated, stand-alone machines and others are "Multi-Function Devices" (MFD's).	Medium	Fax users	Existing	Existing	\$50k - \$99k
Milwaukee	Unified Printer Management	Consolidate and modernize printer and print queue management systems into a single system to install universal print queues, ensure secure access, monitor consumption, bill for usage, and reduce support costs.	Reduce the cost and complexity of print management. Automate current manual installation and billing for 450+ campus printers. Eliminate MacOS security issues with Windows print servers. Combine unprofitable 3rd-party student printing service (WEPA) with unified staff printing.	Medium	Students and staff will benefit from a simpler printing environment with lower costs. Business processes for monitoring and billing print jobs can be reworked to eliminate external markup. Implementation will incur licensing and staff costs expected to be recovered within three years. Potential to reduce the number of printers owned by UWM, decreasing future asset costs.	Existing	Existing	\$50k - \$99k
Milwaukee	UWM e-sports Arena	UWM is seeking to establish an environment to support the growth of the eSports program established in 2019. The space being sought has significant IT needs to enable the most effective experience.	A dedicated space is needed to attract students to this program. With this space, the eSports program can be further developed, allowing UWM to be more competitive.	Medium	The development of this space will allow UWM to more actively showcase eSports to prospective students.	Existing	Existing	\$50k - \$99k
Oshkosh	HelioCampus Student Life Cycle	This project will dramatically improve our reporting and business intelligence capabilities. This will reduce the time it takes to create reports and will provide insight into campus operations.	Oshkosh does not currently have a data warehouse. As a result, reports and extracts created by the office of institutional research and student records require skilled developers to create. This creates a backlog in requests and limits our ability to generate insightful business intelligence. This project will deliver a set of pre-built dashboards that will allow users to quickly answer student-based questions and will provide a data warehouse for future reporting.	High	Provides new tools and capabilities to staff and faculty at UW-Oshkosh.	Existing	Additional	\$100k - \$249k

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Parkside	Network Equipment Update	Upgrading networking equipment to current supported technology.	Various pieces of the campus network infrastructure have reached end of life and are no longer supported. Updating the equipment is necessary to keep the campus connected to the internet for education and research.	High	Campus will have a more reliable and resilient network for faculty, staff, and students.	Additional	Additional	\$5M - \$9.9M
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	New technology advances and remote positions.	High	Improve telecommunications solutions internally and externally.	Existing	Additional	\$250k - \$499k
Parkside	Website Redesign	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	Support recruitment and communications with internal and external stakeholders	Existing	Additional	\$50k - \$99k
River-Falls	Shared Drives to MS Teams Project	As part of our UWRF Web redesign project we will be establishing a segregated staff website. As part of this effort we will be engaging a vendor to migrate our shared "T:" drive storage, that is segmented by department, to a SharePoint/MS Teams environment. This will serve as the cloud storage location for documents.	To move UW River Falls forward on our cloud strategy and make documents more easily shareable, accessible, and secure.	Medium	The project will enable UW-River Falls personnel to work/collaborate on documents in real time and store them in a much more secure location. This will also enable better collaboration between campuses and the UWs office.	Existing	Additional	\$100k - \$249k
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.	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

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Stevens Point	HelioCampus Student Lifecycle	Provide a set of dashboards relevant to our enrollment and classroom goals. To be use for strategic planning.	With current demographic projections set to decline for traditional students, leadership needs actionable information and KPIs to make decisions related to program growth and revenue generation. These dashboards will give current and historical metrics for planning.	High	This will impact strategic planning efforts of institutional leadership.	Existing	Additional	\$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.	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.	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
Stevens Point	Instructor Laptops	Replace Instructor desktop PCs with laptops.	<p>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:</p> <p>-- During COVID, many instructors used personal equipment to do their classes, which is not ideal from an information security perspective</p> <p>-- This will create a new standard for instructors (exceptions may apply) where laptops are mandatory.</p> <p>-- This also creates a new standard for Classroom AV technology where computers will no longer be supplied (exceptions may apply).</p> <p>-- It will be new equipment in the hands of many instructors, and repurpose their existing desktops to areas around campus that need it.</p>	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

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Financial Resources	Staffing Resources	Estimated Budget
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.	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 institution: 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	\$50k - \$99k
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.).	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 / Wi-Fi for laptops, phones, etc.	Existing	Additional	\$50k - \$99k
Stevens Point	CBORD System Upgrade	Upgrade existing CBORD system to handle mobile IDs alongside physical ID cards. Possible simplification of several business processes related to Food plans, door access, and physical card generation.	The existing system is fairly old and is unable to handle mobile IDs. This also allows the institution to improve the student experience.	Medium	This will impact the entire institution, and any process that deals with Food plans, door access, and ID card production.	Existing	Existing	\$50k - \$99k
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).	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	Develop new Manufacturing Outreach and Corporate Salesforce database	Work with consultants to develop a Salesforce database to store information regarding our corporate partners.	Need has been identified for a single database to store information for our corporate partners.	High	Streamlined process and single place to store information.	Existing	Additional	\$100k - \$249k
Stout	HelioCampus Student Lifecycle	Replaces existing OBIEE reporting and campus data warehouse tool to Helio Campus infrastructure. The Oracle OBIEE tools will no longer being supported/used as of FY25.	Required change due to Oracle no longer being supported. Needed to move to a new tool.	High	Will replace all OBIEE reporting with Tableau reporting. Will also bring all data warehousing to a modern platform that will better integrate with other HR, Finance and campus data.	Existing	Additional	\$100k - \$249k

UW System Annual Strategic Plan Project Inventory
FY24 and FY25

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Financial Resources	Staffing Resources	Estimated Budget
Stout	Admissions Salesforce Re-implementation	Using consulting services to change Admissions workflow for Admissions Salesforce database.	Data for admissions process now flows into Peoplesoft, Image Now and Salesforce. Users are required to access three tools and often double enter data. We need to change the workflow to start with bringing data from eApp and Common app into Salesforce and then copy appropriate data to Peoplesoft.	Medium	Improve workflow for admissions application review process.	Existing	Additional	\$100k - \$249k
Stout	Scholarship software implementation	Purchase and implement new scholarship software management tool for campus.	We now use a manual process with spreadsheets to keep track of student scholarships. We will be implementing one of two vendor provided tools. Final selection is not yet made.	Medium	Would improve workflow and enable more effective use of staff time.	Existing	Additional	\$100k - \$249k
Stout	IPAM, DHCP and DNS software replacement	Solutions not yet identified. Current systems are open source, customized, and not vendor supported.	Critical infrastructure services need to run on out-of-the box vendor supported solutions.	Medium	Lessen the dependency on home grown solutions that requires unique staff knowledge that is uncommon and difficult to find	Existing	Existing	\$50k - \$99k
Superior	Server and Storage replacement	Replace the on-premise server and storage solution - Nutanix with either a cloud based solution or another on-premise solution. UW System hosting is a solution that should be explored. Benefits for an upgraded solution will include encryption for data at rest and efficiencies with updated technology. There could possibly be other operational efficiencies with a cloud based solution.	On-premise Nutanix Server and storage solution is end of hardware life January 2025. In order to be compliant with UW System Administrative Procedure 1036.A Information Security: Endpoint Protection Standard the hardware and storage will need to be replaced. Vendor's typically do not provide patching and updates past announced end of life date.	High	Current on-premise Nutanix system hosts all local applications and storage. This project has the potential to impact all functional areas that use local system and storage as well as IT that supports the server and storage. Information Security will need to be evaluated with all potential solutions.	Existing	Additional	\$250k - \$499k
Superior	Wireless controller and WAP Replacement	Replace the wireless controllers that will be end of support life in January 2025. It is anticipated that a portion of the wireless access points will need to be replaced as well for compatibility with new controllers. Benefit is continued maintenance and security updates of Wireless network.	Replacement is needed for the current support and maintenance from the vendor as the wireless controllers are end of support life in January of 2025.	High	This will impact all wireless network users, which is almost all students and staff.	Existing	Additional	\$250k - \$499k

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Financial Resources	Staffing Resources	Estimated Budget
Superior	Logging and SIEM solution	Replace the on-premise logging solution Alienvault that is end of support life in January 2025. In addition the current system does not have the functionality we need to stay compliant with UW System Administration policy 1041 Information Security: Logging and Monitoring. New system will provide enhanced functionality for compliance with UW System policy and improve our security posture by providing a comprehensive logging solution that feeds a SIEM for monitoring and managing security events.	Current on-premise system Alienvault is end of support life in January 2025. In addition the functionality does not maintain compliance with UW system policy 1041. It also does not have a single pane of glass for dashboard monitoring of security events for all hosts (SIEM).	High	This will primarily impact technology services Information Security practices for tracking and managing security events that pose a threat to UW Superior technology assets.	Existing	Additional	\$100k - \$249k
Superior	Network refresh (note: ETA is 27 - 28 budget year)	Replacement/refresh of all network infrastructure. Required for end of support life network hardware and technology enhancements	Routine life cycle replacement planning in anticipation of major components of network being end of support life and dated technology.	Low	This will impact all functional areas of UW Superior Network. Basically all students and staff.	Existing	Additional	\$100k - \$249k
UWSA	Wisconsin.edu rebranding	Redesigning web presence to accommodate new Universities of Wisconsin brand, increase enrollment and retention, attract and place students in majors that the Universities of Wisconsin offer.	Attracting students is a key source of revenue for the university.	High	The Universities of Wisconsin website will be more student-focused and representative of the new brand that puts the campuses forward as the face of the institution.	Existing	Existing	\$500k - \$999k
UWSA	Microsoft 365 Tenant Consolidation	Retiring separate Microsoft 365 instances to create greater efficiencies and allow UWSA staff to more easily chat, email, share files, and arrange meetings. Staff in the UWSA, UWSS, and UWEX domains will have all materials transferred to wisconsin.edu accounts.	Will facilitate file sharing, email, chat, calendaring, telephony, business intelligence, and any other platforms that use Microsoft 365 products for staff at UW System. Will also reduce cyber risk as fewer files will need to be open to the public since users will no longer have to share across domains.	High	Fewer M365 instances will mean less time spent in administering the same product. Users will spend less time and make fewer errors when collaborating with colleagues via email, chat, file sharing, and calendaring.	Existing	Additional	\$250k - \$499k
UWSA	UWEX Student Information System Enhancements/Consolidation	Focused improvements to the UWEX Student Information Systems to support organizational focus around the Online Strategic Growth plan. This work will result in a system that will bridge current state to eventual SIS replacement across UW System.	UWEX currently runs multiple SIS environments to support programs that require duplication of effort and constraints of capabilities. Improving this environment will help reduce the need for additional staffing to adjust systems to support changes in process, enable new capabilities, and support critical processes.	High	UWEX will continue to have to support multiple SIS environments to support existing programs. UWEX may require additional staffing to support changes originating from the UWS Online Strategic Growth Plan.	Existing	Additional	\$250k - \$499k
UWSA	Client Relationship Management System for the Institute for Business and Entrepreneurship (IBE)	Upgrade the current client and stakeholder management system to a more reliable, integrated system. This is used to provide reports and stay in compliance with sponsored funding.	Multiple systems are being used within the Institute for Business and Entrepreneurship. One database with the functionality needed will be a more efficient and safe platform. Current platforms do not exist within current IT systems	High	Ability to seamlessly track and integrate contacts with calendaring, email, and files sharing.	Existing	Existing	\$100k - \$249k

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Financial Resources	Staffing Resources	Estimated Budget
UWSA	Degree Major Exploration Tool (My Majors)	Software intended to provide prospective students with the tools to explore majors that fit their aptitude and interests earlier in the enrollment process.	Attracting students is a key source of revenue for the university.	High	This tool will help students on their career decision-making process. Career Exploration is an important element of Career Success and student retention.	Existing	Existing	\$100k - \$249k
UWSA	Security Operations Center (SOC) Service (OmniSOC)	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	Greatly improves security posture by offering 24/7 managed detection and response and a centralized log solution. Project scope limited to UWSA for year 1. Analysis of UWSA implementation will drive potential enterprise recommendation.	Existing	Existing	\$100k - \$249k
UWSA	UWEX Online Strategic Growth Tactic 9 - Centralized Customer Relationship Management (CRM) System	Deploy a Customer Relationship Management (CRM) solution to support Online Strategic Growth Initiative that will work in tandem with the Wisconsin Online portal.	The Online Portal was the first step to present information to prospective students on available programs. A CRM solution will allow for response, capture, distribution, and reporting on prospective student inquiries.	High	UWEX would be unable to create automated distribution of data collecting in the online portal to appropriate campuses slowing engagement with prospective students. There would be minimal reporting available to help leadership review and adapt strategies to increase effectiveness of the Online Portal. Process would remain manual.	Existing	Existing	\$100k - \$249k
UWSA	Email Security Improvements	Email remains the top cyber security threat vector. Current email defenses are labor intensive, and lacking in modern defense techniques such as machine learning and AI that can detect threats in internal email messages. If the full M365 upgrade to A5 does not happen (telephony migration project) then an evaluation of email security solutions will lead to a pilot and a recommendation for the combined UWSA M365 tenant.	Enhancing email defenses will significantly reduce the treat of email based attacks. Provide convenient secure email solution and greatly enhances efficiency and security for remote, and on-premise, employees.	High	Allows canceling of Cisco Advanced Phishing Protection and Cisco Secure Email Gateway contracts.	Existing	Existing	\$50k - \$99k
UWSA	Telephony Migration and Security Enhancements	Upgrade M365 to A5 licenses and add Telephone services to M365 increasing the useability and security of our collaboration suite. The upgrade to A5 licensing also includes additional email, web, and data loss prevention tools (see email security improvements).	Existing offering is not be sustainable long term. Also likely cost savings in moving to Teams telephony and better suited for hybrid workplace. The full business need evaluation is still underway and depends on cost of call center software replacement that is compatible with MS Teams. If a replacement product can be found at a comparable cost to current offerings, UWSA will proceed with the project.	High	Will continue to provide voice services and do so in a more flexible way for UWSA staff. Once in-house migration is complete, OLITS can offer telephony as a service to other campuses.	Existing	Existing	\$50k - \$99k

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Financial Resources	Staffing Resources	Estimated Budget
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 Wireless connectivity in Young Auditorium	Conduct coverage survey, design and deploy facility-wide Wi-Fi.	Provide consistent Wi-Fi connectivity for the auditorium audiences.	Medium	Improves experience and engagement	Existing	Additional	\$100k - \$249k
Whitewater	Student Portal / Virtual One-Stop Shop	Implement virtual student platform to provide student services in a highly accessible format for all students	The university wants to provide students with a single point of support for all critical student services. A virtual platform ensures that all students are served in the time and place that meets student needs.	Medium	Higher level of student support service delivery.	Existing	Existing	\$100k - \$249k
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	Watermark Digital Measures Front-End Update	The College of Business and Economics would like to have their Faculty Success tool updated to allow better categorization of intellectual contributions, activity tagging and metadata for easier reporting and analytics.	This software package assists with tracking college activities for reaccreditation purposes. Having a more intuitive, updated front end will allow for more accurate tracking and reporting.	Low	Better information for accreditation purposes	Existing	Additional	\$100k - \$249k

REPORT OF THE VICE PRESIDENT FOR FINANCE & ADMINISTRATION

REQUESTED ACTION

No action is required; this item is for information only.

SUMMARY

The UW 2023-28 Strategic Plan includes as one of its objectives the elimination of any structural deficits at each university by 2028. In July 2023, the University of Wisconsin System engaged Deloitte Consulting, Inc. to conduct a financial assessment and operational review of each of the comprehensive universities as well as UW-Milwaukee. Among the purposes of the project are to assist the universities in financial planning, forecasting, benchmarking, and addressing revenue diversification opportunities. These assessments are anticipated to continue through fiscal year 2024.

Vice President Sean Nelson will provide committee members with an update on the engagement, including a timeline for remaining milestones and presentations of final reports to the Board.

Presenter:

- Sean Nelson, Vice President for Finance & Administration, Universities of Wisconsin