CIO Council Meeting Notes
February 20, 2014

Attendance

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Introduction of Sasi Pillay

Senior Vice President David Miller explained his role as that of Chief Operating Officer for the University of Wisconsin System (UWS). Miller believes that it is important to put the right people in place and to support them. UWS President Ray Cross will take time creating his own organization and bringing his own culture to the UW System. Cross appreciates the importance of technology and the work of the CIOs in tactical decision making as well as long-range, integrated planning. Cross is an engineer by training and ran a private sector business.

Lorie Docken stepped up to new responsibilities upon the retirement of Ed Meachen and did an amazing professional job while there was much going on within UW System Administration (UWSA.). Within a calendar year, ten of the top UWSA positions are turning over.

One of the great new people to come onboard at UWSA is Dr. Sasi Pillay as Associate Vice President / CIO. NASA’s operating model is similar in structure to that of the UW System and Pillay had experience at both the regional and central levels in that organization.
**Comments from new Associate Vice President/CIO Sasi Pillay**

Sasi Pillay also thanked Lorie Docken for the job she is continuing to do. The NASA environment was similar to university campuses in terms of openness and collaboration. Pillay’s approach is to focus on three areas:

1. furthering the mission
2. reducing the risks
3. increasing cost effectiveness

Furthering the mission of the UWS is the number one priority. The UWS is not trying to be the cheapest provider even though David Miller is challenging everyone to cut costs. The UWS institutions will be funding their operating budgets from efficiencies rather than getting large amounts of new money from the legislature.

IT is an enabling capability for both cost reduction and improving business processes. On the administrative side, we need to question if we add any value when we are doing anything differently, e.g., having multiple email systems. When it comes to libraries and high performance computing, IT can play a critical role. The redesign of system-wide networking is a unique opportunity that will play a major role in the future of the UW System.

Pillay likes transparency in terms of cost, metrics and performance. Data has to stand on its own merit. At the end of the day, decisions will have to be made that are supported by all. The voicing of minority opinions is encouraged. Pillay is willing to submit both the overall decisions and minority opinions to the UWSA decision leaders. Pillay would also like to have non-advocates participate in the decision-making processes.

Ultimately, the goal is to collaborate and work together as a team. Outcomes that result from a diversity of opinion are preferred and require less effort in the long run even if they require more deliberation on the front end. In the near term, there are audit findings that need to be addressed. Going forward we all need to focus on repeatable, end-to-end processes.

Pillay would like to see an integrated plan regarding big-ticket items in the three areas mentioned above. Continuing to do the same thing the same way for historical reasons is a recipe for going out of business. The UWS operating budget is losing purchasing power so we need to figure out new ways to do things, even if the answers are not immediately palatable. We need to invest in teaching, service and research rather than adding additional dollars into administrative overhead. Every industry is being re-written and education is no exception.

Bruce Maas reported he met with Pillay and John Krogman last week to explain that DoIT at UW-Madison is of the scale to provide essential services to the UWS. DoIT plans to elevate the level of partnership it has with the UW System. There are many areas in which changes will be made at DoIT to align with UW-Madison and UW System needs. The UW-Madison Chancellor believes it is important for their institution to bring benefit to the entire UW System. Pillay also noted the relationship that UW-Madison can bring with the state government and the state CIO. If we don’t ask questions of ourselves, someone else will ask them of us. Pillay would like to see time set aside at the CIO Council meetings for discussing strategy.
David Miller noted that the UWS chancellors and President are willing to make new strategic investments if they will lead to lower ongoing costs.

**Introduction and Overview from each CIO**

Marsha Henfer explained that each CIO submitted a high level report from their institution before the meeting. UW-Stevens Point has been looking to make changes in their operations. They have a unique campus culture and self-impose additional policies upon themselves that have an impact on strategy. It is the only school that doesn’t use the PeopleSoft Student Information System, which requires them to do workarounds. The institution is looking at its alternatives. About 85% of the workforce has never left the area so their perspectives can be insular. IT is being reorganized because all 50 employees have historically reported to the CIO.

Bob Beck reported that he has been the Associate Vice Chancellor / CIO at UW-Milwaukee (UWM) for a month. There has not been a full time, permanent CIO at UWM for four years which has brought challenges and opportunities, such as the elevation of CIO’s role to the Chancellor’s Cabinet to give IT a more strategic purview. Another opportunity was the creation of a Chief Operating Officer role that is occupied by David Stack, which is similar to the UW-Madison organization structure. Earlier this week, UWM announced the decision to move to Office 365 for email/calendaring. Prior to the decision, there was extension surveying on campus that revealed divided opinion which may have been due to widespread familiarity with Google. Beck embraces the vision of collaboration and has been working with Maas for many years.

Bruce Maas explained that he is in his third year at UW-Madison during which he has gotten a feel for the issues at the institution. Contrary to what some people think, UW-Madison does not have unlimited resources for the scope of its mission and is pushing boundaries in the direction that many of the UWS institutions will be going in a few years. UW-Madison needs to get a head start in going digital with teaching and learning compared to the other UWS institutions because of its size. It will fold in the other UWS institutions as it sets direction for where higher education will be in 5-10 years. The hiring of Lori McElroy signals a move from a tools-based security approach to a risk-based approach. The value of investments in security is hard to explain without quantifying the risks. Prior to McElroy’s hiring as Chief Information Security Officer there were 21 security staff reporting to two groups. Stephan Wahe and Lori McElroy will work on plans for creating a better value proposition. Assistance from UW-Madison isn’t always perceived as help. Maas will try to change that perception. Maas is proud that UW-Madison has a woman for a CISO. There is also an inextricable relationship between UW-Madison and UWS in terms of data, yet DoIT does not have a single person who is responsible for coordinating data at the institution. There are many people who have a piece of the picture. This is another potential partnership area with the UWS. When Internet2 was formed, it was a bold move by a small number of institutions that has served the country well. Meanwhile control over scholarly publishing has been lost to the public sector. We pay to put our research into the publishing arena and to get it back again. A group of ten institutions, including UW-Madison, are forming a national teaching/learning infrastructure that is not dependent upon the private sector. The private sector is trying hard to gain greater control of higher education because the public sector is in a difficult position. Maas promised more announcements in the near future.

Rajeev Bukralia reported that UW-Green Bay was founded on the principle of interdisciplinary education and problem solving, which is the future. They don’t have academic departments per
The campus is on 100 acres including a 290-acre arboretum and a golf course. With only 6,800 students they still manage to compete in NCAA division 1, but not in football. A main challenge is the decline in enrollment. New cutting edge programs need to be established to meet the needs of the business community. As Associate Provost and CIO, Bukralia, is concerned about serving the mission of the university, not merely running systems. The institution wants to retain and graduate high quality students who receive high quality education and remain connected after they graduate. They have begun working on a strategic technology plan. It is important to interact with students in person, not just talk about them. They want to build a mobile app that creates a unique, interactive experience to support student engagement. They will deploy Office 365 without email/calendaring. They will also deploy a new Content Management System and a strategy for data analytics. A challenge for the UW System is that the Common System costs are rising unsustainably for administrative systems that should be commodities. Common Systems need to be more effective, efficient and less expensive so there can be investments in strategic technologies. We need to leverage the use of data for competitive advantage.

Werner Gade of UW Colleges / Extension agrees with the comments about Common Systems. Gade’s operation has two customer bases. One is the 13 campuses in UW Colleges that receive a set of common systems. It is like a smaller version of UWSA. Each of the UW Colleges has their own IT groups that report within their campuses. Gade also supports four divisions in UW Extension that provide public radio, public television, continuing education, online e-learning, the FLEX initiative, services to every county as well as a geologic and historical society. They also host the electronic application system for all of the UW System institutions. Their resource base is not unlimited. An Office 365 migration began last night that includes email/calendar. A major challenge is the largest budget cut in history that will certainly impact students. The entire IT organization is being reviewed, which causes internal consternation, and a reorganization will be announced on July 1. There is also an initiative to refresh the networking infrastructure on the campuses using reserve funds beginning in July.

Elena Pokot noted that UW-Whitewater draws students from Illinois and enrollment is going up for now. Students engage with professors, not teaching assistants. Undergraduate research is key and their business programs are well renowned. Until recently there was not a culture of data-driven decision making. A facilities master planning exercise has shown weaknesses in the underlying data that took a year to resolve. Consequently, there will be an overhaul of facilities management systems. IT has weathered tremendous staff turnover because they are close to job markets at other UWS institutions and elsewhere. In response they are working to make their teams more lean and agile. The fiber backbone is about 20 years old and the network switches will be replaced over the summer. They are emphasizing electronic collaboration technologies for instruction and some administration. Their identity management system had to be redesigned to accommodate the UW HR System. They could benefit from more expertise in workstation management. Aging facilities in high tech classrooms are also being reviewed in collaboration with instructors.

Nick Dvoracek explained that UW-Oshkosh has been focusing on a redesign of its general education program with the input of the Higher Learning Commission that includes an enhanced first year experience in small classes with active learning methods. After just one semester, early indicators are quite positive. The CIO position has been interim for eight years and shared with other responsibilities. A few weeks ago, it was announced that the institution will take a major
strategic look at IT and be relocated from the provost’s office to the CFO. There will also be a search for a permanent CIO at the assistant vice chancellor level. Major improvements in infrastructure include the firewall, core switches, servers and the storage area network with offsite backup. Managed print services will hopefully reduce costs and free up IT staff time. There has been very little external recruiting over the years; most hires have been from the internal community. Learn@UW has been a benefit to the entire UW System for many years, especially with the inclusion of Collaborate and Kaltura. The lynda.com contract is a recent example of the buying power of the UW System.

Stephen Reed at UW-River Falls is also concerned about declining enrollment and retention. A new associate vice chancellor has been hired to address these areas. Reed has focused on organizational changes in IT in the midst of budget cuts and staff reductions. A new organizational structure is designed around professional services using ITIL, ITSM and PMI standards. The main challenge is to promote change across the institution by standardizing commodity technologies. Major projects include the PeopleSoft Student Information System migration to a Windows platform by spring break. Meanwhile, faculty and staff are being migrated to Office 365.

Joe Kmiech of UW-Superior is also concerned about reduced enrollment which is spurring a web redesign. Funding challenges have led to a campus-wide program prioritization exercise. Recruiting is a challenge at the salaries that can be offered as compared to other higher education and health care institutions. A fundamental shift in funding for academic technologies is needed so that the UWS can get ahead of the game, rather than just keep up. They are looking to replace their campus fiber backbone and expand use of the Community Area Network for continuity of operations. They will employ greater use of project management techniques within the IT organization and are also dealing with BYOD.

Chip Eckardt is addressing budget cuts at UW-Eau Claire. Students are coming to campus with almost six wireless devices apiece. The Lab Anywhere virtual environment lets students run software at home. They are converting general access labs to coffee shops and seeing a rapid expansion in the use of tablets. The recruitment of external candidates is challenging. The CIOs in the southeast part of the state participate in a weekly video chat and share staff when necessary. UW-Stout will host UW-Eau Claire’s ImageNow installation and UW-Eau Claire will offer printing services to UW-Stout. Approval of the VoIP pilot is pending. They would like to see Minds@UW fund the development of learning content that can be shared across the UWS.

Ilya Yakolev explained that the original mission of UW-Parkside was to be a research institution but it has become a regional campus that attracts a great number of first generation students. IT has been under-invested and deferred maintenance is coming due. Key projects include a new campus website, digital communications, new assessment software, unified communications, zero clients in labs, virtual desktops and mobile apps. Collaboration across the UW System has been important, especially in terms of getting advice from colleagues at other institutions. Common policy development could benefit the UWS institutions, as could long range planning.

Sue Traxler reported that UW-Platteville is focused on engineering and collaboration with Iowa and Illinois. Nine of the 15 UWS CIOs have been in their roles 3 years or less and 2 institutions don’t have full time CIOs and several have moved from one institution to another. UW-Platteville is focusing on business intelligence using Oracle OBIE. Like UWM, they are moving
away from hosting Zimbra for email and calendar. They are expecting a decision in the next week or two. They are also in the midst of an IT strategic planning process and expecting to have a draft in April. There is an increased focus on support and service for the campus. They are very interested in collaboration between the UWS institutions.

Bruce Maas thanked David Miller for spending the time with the CIO Council during these updates. Miller pledged to remain engaged with the Council going forward. Miller doesn’t believe in wasting time when making decisions that are evidence based. Miller has talked with the Provosts and CBOs about the availability of resources and the scale to make risky investments and to capitalize on those that work and trash the others. Transparency is a high priority for both President Cross and Miller. Knowing how people think about things can increase the trust factor. Every time a senior leader is lost, it can result in paralysis. It is important to ensure long-term stability in the provost and chancellor positions in particular.

**UW System Network Update**

John Krogman reported that input is welcome on the project charter for the transition of the UWS network off of WiscNet. Sasi Pillay would like to see any questions about the charter posted and answered publicly. Questions should be sent to the CIO Council list for response by Krogman or Michael Schlicht as appropriate.

Krogman noted that cutover dates have not yet been determined for the individual institutions. Discussions are underway with each institution and some may need to be cut over mid fall semester which will probably not require a major disruption. The hardware purchases have been made very economically. Schlicht explained that the network design is evolving which could offset some of the low initial costs.

Schlicht introduced transition project manager Shannon Larson. Lorie Docken explained that a chargeback schedule was distributed to the CIOs and CBOs a few weeks ago with a request that they return a funding string to pay for the projected costs. Krogman confirmed that DoIT will remain as the fiscal agent for the network.

The UWS will continue to collaborate with WiscNet through January of next year. Chief Executive Officer David Lois will be invited to engage with the CIOs on networking issues in particular, but not for entire CIO Council meetings.

A Data Center and Disaster Recovery Group has been spun off to look at the sharing of data center resources for continuity and disaster recovery purposes as recommended by Legislative Audit Bureau (LAB) audits. UW-Platteville, UW-Madison, UW-Milwaukee, UW-Green Bay and UW-Whitewater are participating. A survey will be distributed to the UWS institutions to ascertain their needs and resources. Meanwhile UW-Madison is working with the state on a Request for Proposals.

Sue Traxler recommended the striking of a balance between network features and controlling the costs that are pushed out to the UWS institutions. Elena Pokot recommended virtualization and other technologies to enhance collaboration between the UWS institutions. Chip Eckardt noted the regional data center initiative in the western portion of the state.
Security stabilization for HRS

John Kotolski recapped the efforts underway at the UW Service Center in the wake of LAB audit findings. The focus has been on external risks, in particular multi-factor authentication. Attention is now turning to internal risks, in particular the separation of IT support from business functionality and the separation of duties in provisioning users. Roles and responsibilities will also be revisited in the change management tool. Some of these efforts will require participation from the UWS institutions to complete by June as a basis for long-term solutions. The service center is looking to acquire a Governance, Risk and Compliance (GRC) tool that will ultimately lessen burdens on the UWS institutions. The compliance efforts related to separation of duties are focused on closing off possible avenues for financial fraud. Lori McElroy praised the efforts as good examples of a risk-based approach to security.

Sasi Pillay would like to know more about the processes that are used to release systems. Making the decision to release a system is a clearly identified role of weighing the risks which requires a third-party assessment. Otherwise, auditors will uncover risks after go-live and that will lead to more audit visits. Pillay is encouraging David Miller to adopt this approach and share the results to increase the trust of the legislature. If there are not sufficient resources to bring in external resources, perhaps a roving team could go to another campus to do an assessment. Chris Liechty suggested that the Technology and Information Security Council could help with peer assessments although the members are also committed to keeping systems running at their home institutions.

Multi-factor Project Closeout

Chris Liechty reported that the Technology and Information Security Council (TISC) focused on securing access to the HR System (HRS) by the approximately 2,100 professionals who have access to other peoples’ personal data. Executing the multi-factor authentication project took about six months and the closeout report has been circulated. The next phase is to implement multi-factor authentication for the Shared Financial System.

Sasi Pillay expressed concern about people using their personal mobile devices for multi-function authentication and inquired whether there is an accompanying policy for the security of those devices. Chris Liechty reported that the UW Digital ID web site has a click-through agreement. Mobile devices, even without pins, are not less secure than USB fobs. Chip Eckardt recommended that personal/mobile devices connect first to a terminal server rather than directly to an application. Stefan Wahe confirmed that this is on the roadmap for HRS.

Liechty noted the baseline security guidelines that have been published for the UW System. Pillay recommended implementing best practices across the entire UW System with local variations only as necessary. This could benefit students in the FLEX program who may engage at different UWS institutions.

Pillay encouraged the Council to think about what kinds of sub-teams should be established to advise the CIO Council. This could be discussed further at the next meeting in Milwaukee. David Kieper noted the parallel efforts of the IT Management Council along these lines.

Liechty will email a list of TISC goals and projects to the Council. Wahe would like see the leveraging of multi-factor authentication for use at the UWS institutions. The UW Digital ID will
be the home for that effort. There is also a bid for a vulnerability management toolset that will involve the TISC group.

**PCI Compliance**

Jeffrey Savoy noted that UW-Madison has over 200 merchants and over a $1M in credit card revenue per year. Whatever happens at Target could also potentially happen within the UWS. You can’t assume that vendors are compliant just because they sold you something, e.g., they could be running email and web browsers on their cash register computers.

At UW-Madison, the deployment process begins with deciding whether a credit card application is hosted on-site with either rpower or SKIDATA or off-site with either T2 or Paciolan. If the decision is made to deploy onsite the first step is to check if the application has been validated by the PCI-SSC. If not, then compliance risks are much higher and borne by the university, which is not desirable. If compliance is validated, there is an implementation guide that an institution completes to establish compliance as of that moment.

If the decision is to deploy offsite, the next step is to check if the vendor is on the MasterCard level 1 service provider list. There also needs to be a hold harmless clause in the contract and a yearly Authorization of Compliance (AOC).

Lessons learned:
- There needs to be periodic meetings between the business services and information security
- PCI devices need to be on a segmented network, which is one area where Target apparently fell short
- Annual training is needed for the 175 staff involved on the UW-Madison campus
- Security controls should be centralized
- Obtain an independent Qualified Security Assessor (QSA) Report on Compliance (ROC)
- Retain a QSA consultant on contract to field questions

Breaches usually are the result of failures in one of three areas:

1. Policies
2. Firewalls
3. Network Segmentation

On the UW-Madison roadmap:
- PCI DSS version 3.0 Self Assessment Questionnaires (SAQs) are due out in a month and will have a broader scope than currently
- Egress firewall rules are needed to tune out the network chatter of PCI devices to reveal packets that may be going offsite to an exploiter
- Windows XP support is ending in April and the OS could be embedded in point of sale systems
- P2P Encryption technologies embedded into mag stripe readers will become popular very quickly

**Next Step**
- There will be a PCI agenda item at the ITMC meeting with a presentation from the FBI
**Academic Systems update**

Peter Mann noted that there was an upgrade of the D2L learning management system to version 10.1 over the winter break. Overall performance has met expectations with the exception of a new content viewer tool. Human errors on the part of the D2L company and DoIT have caused a few disruptions as a result of not following protocols. A summary has been shared with the Learn@UW Executive Committee and the local campus administrators. Sue Traxler noted that the outages have impacted the UWS institutions at the level of instruction and the perception that IT is not able to deliver. People don’t know that the service is provided out of Madison and not by the campus itself. Lorna Wong noted that it is impossible to schedule upgrades around the academic calendars of all of the UWS institutions simultaneously so the Learn@UW calendar is published a year in advance so that institutions can plan. Rajeev Bukralia recommended performing simulation testing before upgrades go live. Ruth Ginzberg explained that the contract renewal discussions focused around performance issues and that is one reason why the current agreement is only three years. Wong reported that Learn@UW is preparing to send a sanitized copy of the database to D2L to run on their test environment.

Sasi Pillay asked about penalties for violation of SLAs defined in the procurement process. Ginzberg explained that a complete SLA proved to be too complicated so there was focus on specific performance measures. Mann reported that the Executive Committee has commissioned a task force to look at recommendations for availability and their report has already been circulated to the CIO Council.

Bob Beck opined that the UW System is not as an important to customer to D2L as it once was. Wong concurred and noted that the vast majority of D2L customers are not self-hosting like the UW System.

Pillay asked about potential alternatives and migrating the courses and data to another environment. Wong concurred that the switching costs would be significant, but the effort would be doable.

The Blackboard Collaborate web conferencing system is up for renewal at the end of June 2014. Conversations began in January regarding renewal terms.

The Kaltura media management system contract was signed in November and campus migrations have begun. The product is nearly integrated with D2L and both Terms of Service and an FAQ will be shared with the Executive Committee next week. The next phase will be the deployment of the media space video portal that is similar to YouTube. There are Kaltura administrators across the UW System. Pillay expressed interest in indexing and ensuring Section 508 compliance for videos as a value-added service for students.

The Learn@UW survey of faculty regarding their experiences with online teaching and services was launched last Monday. The Learning Technology Development Centers (LTDCs) and institution site administrators were asked to help with the launch at their institutions. The Learn@UW Executive Committee will use the feedback for planning and budgetary purposes. The participation rate is typically around 15-20% and Wong would appreciate the CIOs encouraging their institutions’ faculty. Pillay recommended providing examples to the faculty about how previous survey results have been used.
Flex Degree RFP Update

Laura Kite reported that the Flexible Degree Option is competency-based and students enroll on a monthly basis for three months at a time. The terms begin on the 2nd of every month and end on the last day of the third month, even if that day is on a weekend. January and February cohorts have already begun in four different programs, three of which are at UW-Milwaukee. A new program in diagnostic imaging will begin on the first of March. Students have already completed competency sets, which are the equivalent of courses, and are made up of individual competencies. Some students are working on all competency sets in parallel; others are working on the sets sequentially. Faculty members are learning how to set up assessments appropriately in D2L.

In March, the January cohort of students will finish, the February cohort will be midway, and the diagnostic imaging program will begin. At the end of March, the January cohort can continue to roll over at the beginning of April. The grading window will be very tight for the faculty.

The students are predominantly returning adults. Academic success coaches, the equivalent of advisors, are having long, frequent conversations with the students who are having positive experiences.

Enrollment caps will be lifted somewhat because there are some waiting lists backed up through the summer. At the December Board of Regents meeting the inclusion of offerings from UW-Stevens Point, UW-Madison and UW-Parkside were announced. UW-Stout and other campuses are deciding when they might want to come onboard.

Kite believes that the demand for four-year degrees will continue into the future with increasing additions of practical mastery. Accrediting bodies are very engaged in the discussions of competency-based education.

Andrea Deau recalled that two RFPs were underway at the time of the last CIO Council meeting. The RFP for the Student Information System was not successful. It had strong demonstration requirements that were not met satisfactorily by the respondents. Options are being evaluated for going forward. Sasi Pillay recommended that different campuses take up different aspects of the effort. Ruth Ginzberg affirmed that it is possible to incorporate pilots into an RFP process.

Meanwhile, the EPCS process is being used to move enrollment data from UW Colleges to UW-Milwaukee. That will continue to be the way forward for now. An Enterprise Service Buss approach is also being considered. David Hall has been hired to work on the data transfer processes with the UWS institutions.

The Customer Relationship Manager (CRM) RFP was successful and the SalesForce platform was chosen along with a development partner. Pillay recommended involving CRM teams from the various UWS institutions to develop a reusable solution. Ruth Ginzberg noted that all campus procurements typically include the option for the other institutions to purchase off of their contracts.

Ed Murphy explained that there were responses from multiple SalesForce vendors. Some proposed to build on top of SalesForce and others proposed a more vanilla approach. Classic
higher education CRM vendors also responded. Many of the respondents were assuming an approach based upon traditional semesters.

**Proposed FY15 Common Systems Budget Plan**

Lorie Docken introduced Nick Bubb, the new administrative analyst in the UWS Office of Learning and Information Technology, who is working closely with the Common Systems Review Group (CSRG). The proposed budget recommendations are taken to key stakeholder groups for feedback and recommendations. The chancellors will have final approval.

The CSRG Budget Committee’s principles included:
- Maintaining current operations
- Maintaining a flat budget plan
- Continuing to invest in student learning and success

Maintaining a flat budget will result in reducing operational costs and trimming portions of proposed projects. A proposed Shared Financial System reporting project is based upon feedback from the UWS institutions. The Budget Committee’s recommendation is to fund the project at a reduced level.

Another proposed project would roll out the common scholarship application from the UW-Madison portal to other UWS institutions. The application could be customized by each UWS institution with local branding and opportunities. The CSRG Budget Committee is recommending postponing the start of the project to help keep the overall CSRG budget flat. Sasi Pillay reported that some Provosts are concerned about finding out about this project late in the budget process and some campuses already have similar applications running at an appropriate scale. This proposal has highlighted some ambiguity in the CSRG process. Ruth Ginzberg gave the historical perspective that it is difficult to identify the appropriate decision makers at the UWS institutions for common academic systems.

Pillay would like to see the CIO Council more actively involved in shaping and communicating the CSRG budget to institutional stakeholders. He would also appreciate a report back to Lorie Docken and himself regarding the perspectives the CIOs are communicating to their leaders. Pillay would like the Council to strategize on how to add value over the next three to five years. Rajeev Bukralia also noted the importance of CSRG members communicating with their respective institutions.

Going forward, the CIO Council members should provide any additional feedback to Lorie Docken by March 1 and engage with their campus leadership in the meantime. Bukralia and others reported that their institutions are concerned about projected increases in FY 2016.

**Oracle maintenance: opportunity to reduce cost**

Lorie Docken explained three and five year renewal options for maintenance and support for the Oracle PeopleSoft Student information System and database toolsets. The discussion will be continued on the CIO listserv and with the Executive Committee for Administrative Systems.
**UW System Procurement Update**

Ruth Ginzberg reported that Oracle is proposing that graduate assistants be counted as employees, not students in terms of contract pricing.

**Survey Tool Bid**

Gus Juffer explained that it now time to start the rebidding process for a survey tool that is currently fulfilled by the cooperative contract with Qualtrics. The CIOs will be asked to supply the names of contact persons at their institutions along with suggestions of staff who could help with the bidding process, including the review of requirements. It appears that Stevens Point, River Falls, and Whitewater do not currently use Qualtrics. Gus will make arrangements to have the timeline for the rebidding process to the CIO list.

**Tech Tuesdays**

Chip Eckardt is willing to continue the Tech Tuesday series beginning in March and to expand to other additional vendors.

**Next Meeting**

The next CIO Council meeting will be on March 20\textsuperscript{th} at UW-Milwaukee. Social events are planned for the night before. Sasi Pillay suggested having a longer meeting stretched over two days with only a one-night stay.