

UW System CIO Council Meeting Minutes

July 16, 2015

Madison, WI

Attendees

In Person: Werner Gade, David Kieper, John Krogman, Sasi Pillay, Elena Pokot, Sue Traxler, Doug Wahl, Bruce Maas, and guests David Alarie, Nicholas Davis, Ruth Ginzberg, Rich Lampe, Renee Pfeifer-Luckett, Mike Schlicht, Tom Jordon, Ty Letto, Jenna Weidner, Diann Sypula

Via Video: Jim Barrett, Bob Beck, Mohamed Elhindi, Stephen Reed, Ilya Yakovlev, Tom Janicki, Joe Kmiech

Absent: Chip Eckardt, Anne Milkovich, David Stack

The minutes of the June 2015 CIO Council meeting were approved by acclamation.

New Action Items

- All campuses to confirm their involvement and attendee name(s) for the MOR IT Leadership Program with John Krogman.
- Sasi Pillay to remind Huron that the Council is waiting for Huron to share the updated draft version of their report prior to delivering the report to the system President.
- CIO's to involve Diann Sypula in discussion with campus HR Directors as soon as possible.
- CIO's to update the Application Portfolio Spreadsheet before the next CIO meeting if possible.
- Sasi Pillay to share the UWS summary of the Governor's vetos.
- Sasi Pillay to follow up on the UPS questions posed to Al Crist before his retirement.
- Sasi Pillay to follow up on the availability of the Huron study of the UWS functional areas.

Review of Prior Action Items

The Innovation Fund call for proposals has been released. Proposals are to be reviewed by the respective Campus CIO's prior to sending on to UWS.

Jim Barrett has received the institutional contact names from the campuses for advice/feedback for UW-Stevens Point's implementation of PeopleSoft.

Sasi Pillay, Ruth Ginzberg, and Renee Pfeifer-Luckett renegotiated the contract for Blackboard Collaborate. The contract is for 1 year at a cost of \$176,000.

Werner Gade distributed a list of potential future agenda items prior to the meeting. Any agenda items should be sent to him for inclusion on the list.

Anne Milkovich was unable to attend the meeting to provide an update on potential contract amendments suggested by the CIO Council members or UWS Legal Council review of the same.

Michael Schlicht created a small VoIP working group to look at the integration of various institutional solutions with dialing plans, SIP trunks, etc. The group met last week and is looking at best practices and lessons learned. Members are Jason (River Forest), Dave Kieper (Green Bay), Bill (Green Bay); Nick Cizinski (Whitewater), and Jason Nero (Colleges/Extension).

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Werner Gade will share the application portfolio document via OneDrive for collecting information on the types of applications that the UWS institutions are using.

The small working group formed to recommend system integration strategies is coming along. Sasi Pillay asked that a one page description of the group be created and approved by the CIO's prior to the group meeting. Members include TJ Teegan, Andrea Deau and David Alarie. Several campuses have provided integration contact names for the working group to contact if needed.

Stephen Reed is in the process of restarting the Data Privacy and Security Executive Committee (DPSEC). DPSEC will provide recommended strategic direction to the CIO Council and TISC will become an operational arm of DPSEC. Stephen has authored an initial charge and outline of DPSEC).

John Krogman reported that there is enough interest to move forward with the MOR IT Leadership Program in 2016. Please confirm your campuses involvement and provide attendee names ASAP.

IAM Architecture

Tom Jordon presented a progress update from the IAM TAG on the charge they received from the CIO Council in January, which was to recommend a strategic roadmap on establishing an identity that is honored by all UW System institutions. Tom reviewed what an identity is, how identity is currently managed within the federated model used at UWS, and described the approach the IAM TAG took (environment scans, campus surveys, design sessions, campus consultations, etc.) to learn more about individual campus infrastructures. Survey responses were less than 100%, but enough information was gathered to develop a fairly reliable picture of the current UWS environment.

The IAM TAG also did external benchmarks to learn what other organizations are doing. The industry trends identified were:

- There is greater support for federated/external authentication from key vendors such as Azure AD Authentication Library (ADAL) and greater adoption of open standards (SAML2- this is part of Shibboleth tools, OAuth)
- Other standards are eroding in favor of cloud lock-in (XMPP federation, CalDav, etc.)
- There is tremendous variability in vendor ability to integrate with external authentication/authorization
- Organizations need a rich toolkit to provide integration to meet varied application needs and capabilities

The IAM TAG summary findings were:

- Federation can achieve some of what the CIO's are asking for, but there are limitations
- Federation will always be part of our strategy
- A common UW System credential is the most straightforward way to meet most of the CIO's request
- The value of a "common credential" is greatly diminishing at <100% adoption
- There are things we can do now to improve
- How we collect identity and validate credentials are deeply connected with campus processes
- The idea of a common credential as not an IT decision, but a campus decision

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IAM TAG Recommendation

- Work on short term roadmap to improve identity interoperability
- Start getting business input

Huron Assessment Review

The CIO Council reaffirmed their desire to bring greater efficiencies to university operations and the belief that IT plays a central role in an efficiency effort. While the CIO's support the assessment initiative, concern was expressed about the quality of the data and the inaccurate conclusions being drawn. There was significant concern expressed about the use of specific dollar savings in the report given the low accuracy rate of the data and the impression the use of specific dollar amounts would leave with the reader of the report. The CIO Council strongly recommended that the specific dollar amounts be removed and potential cost savings reflected using a different methodology.

Concern was raised as to how widely the document has been distributed and at which point the document becomes a public record even though it is still in a rough draft form and not delivered to the final recipient. The document has been shared with 28+ people.

Additional concerns were raised from the CIO's on the Project Management Group and the Advisory Council that Huron does not seem to listen to the concerns raised. The perception is that Huron has already determined what they want the report to say and that any suggested changes are viewed as being defensive when they are only meant to improve the quality of the report. Some CIO's have experienced this behavior with previous Huron studies done for their campuses.

The CIO Council asked Sasi Pillay to remind Huron that they are still waiting for Huron to share the updated draft version of their report prior to delivering the report to the system President as was agreed upon in the last Advisory Council with Huron.

CSRG Strategy & Governance Planning

Jenna Weidner provided an update her efforts to review the current governance processes in place at UWS including the decision making process for IT decisions. Jenna presented several slides that identified the current structure which includes the CSRG, various Executive Committees, Steering or Advisory Committees, and several Stakeholder/Constituent groups.

The four primary challenges impacting system-wide IT oversight are 1), unclear tiers of authority, 2) repetitive updates, 3) allocation focus rather than strategy focus, and 4) inconsistent involvement of Academic Systems. Everyone agreed that unclear roles and responsibilities and lack of clear decision making authority are limiting the various groups from moving forward. Likewise, nearly all of the groups have evolved into operationally focused groups when there needs to be a greater focus on strategies for the future.

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The feedback and discussion from the CIO Council focused on:

- UWS is hobbled in a governance structure that feeds on itself.
- UWS should be making a concerted effort on defining a reasonable, common spend based on industry and other input
- True accountability is needed. There is no accountability for spending. Even before we talk about spend we need to resolve control/accountability. Need to educate and hold committee members accountable for their role.
- In addition to unclear authority, there are unclear roles. There is an urgent need to clarify roles of committees and members. Empower the committees accordingly and clearly communication decision making authority.
- UWS needs a common understanding and base to start from in order to educate the community to a basic level of understanding. UWS should not have two different perspectives on costs (A common perspective is reducing customizations will reduce costs, but another common perspective is that customizations are mandatory).
- Complexity is also a driver behind costs.
- Proper investment levels are required to provide required services.
- A majority of the costs are already committed in operational sunk costs.
- Need to identify and clarify roles and responsibility in committees.
- Campus Chancellor's need to better understand the role of key groups and identify the appropriate membership from their campus.
- Communication and decision making needs to happen outside of a meeting. Constituent groups have to wait months till a next meeting.
- Use of consistent, well defined messaging and definitions is critical so we are speaking about the same thing.
- Leverage the CIO Council as the group to make the CSRG decision-making. CSRG is miss-aligned.
- Empower (accountability, and clarity of roles and specific strategic goals) of existing management system.

Talent Acquisition Management (TAM)

Sue Traxler mentioned that her new HR Director on campus has been inquiring about the possibility of using PeopleAdmin instead of TAM. Initial responses to an email question from Sue identified that a handful of campuses moved away from TAM to PeopleAdmin and that others are considering it as well. This seems to stem from a perceived lack of functionality or ease of use of TAM.

Diann Syputa is aware that some campuses are not using TAM and she asked if the CIO's were aware of specific business needs that TAM was not able to meet. The CIO's are primarily the receiver of a request to look for a different solution and are not always aware of the requestor's reasoning. There was speculation that the HRS' ability to react quickly to campus needs was a hindrance for a large system, especially at the campus level when decisions need to be made relatively quickly. Additionally, the perception may be that TAM was chosen because it was part of the overall larger PeopleSoft product set instead of an analysis of need and function from a campus perspective.

Diann requested the CIO's to involve her in the discussion with the campus HR Directors as soon as possible.

HRS Update

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Diann Syputa provided an update on the HRS upgrade to HCM 9.2. Preplanning has been completed and the cost estimate has been revised to \$10-\$12M. The team has explored cloud based options as well but they are not mature enough yet to be considered a viable solution. Reporting (EPM) will not be upgraded at this time.

UWS has an agreement with Oracle for sustaining support for HCM v9.0, our current version, until 2017, which includes key updates only. David Miller will be discussing the need to upgrade with the Chancellors and CBOs at their next meeting. Diann is expecting the upgrade will move forward.

New Procurement Process Flexibilities

The Governor vetoed the purchase process flexibilities in the budget. This was unexpected and essentially keeps the process as it was prior to the current biennial budget. One change that made it through the process is the increase of the limit for simplified bids from a maximum of \$25,000 to \$50,000. Additionally, the budget requires DOA and UWS to work collaboratively to try and create efficiencies within the current statutes for UW's purchasing needs.

Several CIO's advocated for UWS to exercise the procurement authority it already has under the current statutes. This has always been a political challenge that UWS has not wanted to engage in, however it would seem to give UWS some of the flexibilities it has been seeking. The CIO Council asked Sasi to again ask David Miller to exercise this authority.

Learning Environment Needs Analysis Project Campus Visits

The CIO's had some questions regarding the recently announced dates in which the Learn@UW would be visiting the various campuses to better understand campus needs in regard to teaching and learning technologies. Concern was raised about the selection of dates, some only a few days after the letter was sent. Renee Pfeifer-Luckett stated that the dates were initial selections and they could be changed. The intent of the visit is to gather additional information for future planning. Renee would like the campuses to start thinking about what could be possible, and to think about learning technologies from a student perspective.

Campus Shared Services

Werner Gade reviewed the spreadsheet he developed and sent out after the June CIO Council meeting. The intent of the spreadsheet was to begin developing a portfolio of the software being used throughout the system by each campus. This will allow other campuses to be aware of the software other campuses are using and better enable them to contact others when considering using the same or similar software. Optimally, campuses will use this information to share services with other campuses, which is to have a campus provide the same service for one or more campuses thus avoiding the initial capital investment and ongoing support of implementing individual instances of the same software. The group reviewed recent updates from other campuses. All campuses are asked to update the spreadsheet within the next 30 days if possible. The spreadsheet can be found at this link: [CIO Application Portfolio Spreadsheet](#)

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Disaster Recovery Service

Each campus is responsible for a DR strategy and action plan. The focus of this topic was to have discussion about how/if a system-wide capability in this area would be advantageous to the campuses. The Council discussed what some members were already doing in this area as well as potential for a cloud solution if applicable. Sasi Pillay and Ruth Ginzberg reminded the Council of the availability of DR services via the MHEC (Midwest Higher Education Compact). Campuses can use this contract by negotiating a price and placing an order. MHEC's pricing is a ceiling price, not a minimum price.

Dave Kieper reminded the Council that several campuses are looking at campus to campus backups in real time which may have an impact on the type of solutions to consider. Other CIO's mentioned that they already have agreements in place with other campuses.

DR is expected to be a recommendation from the Huron assessment, so when it is release the Council members may need to look at this issue as a master planning and facilities issue. IT does not drive DR. Business needs do. It may also be worth looking at the State's data center as a potential solution, but keep in mind the data center is designed for a very high level of security and redundancy that may be more than is needed by a campus.

The CIO Council decided to continue with each campus moving forward with their current plans.

Emergency Campus Websites

This was a follow up agenda item from the previous meeting. Ilya Yakovlev and David Kieper mentioned that seven campuses have their backup/emergency websites hosted by WiscNet. WiscNet originally turned off these websites when SysNet was implemented but have since turned them back on. The group discussed what some of the other campuses were doing with their backup websites. Ultimately it is up to the campuses to develop a strategy that meets their needs.

Other Items

Julie Pohlman was selected as the Library Program Director (replaces Susan Mitchel).

What is the status of the System IT Huron study? There are actually three studies Huron did for UWS. Once for the Service Center/HR, another for the Function Systems Offices, and another for the IT business case. The Council has heard snippets of information from the HR study but nothing from the study of the functional areas. Can that report be made available? Sasi Pillay will check into this question and let the CIO's know.

The Council asked Sasi Pillay to share the UWS summary of the Governor's veto's with the group.

Now that Al Crist has retired, what happened with the UPS questions the CIO's left for him to respond to? Sasi Pillay will follow up on this item.

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Upcoming CIO Council Meetings

The next CIO Council meeting will be hosted by David Kieper on Thursday, August 20th at UW-Green Bay with a dinner the night before.