CIO Council Meeting

Thursday, March 19, 2015
10:30 a.m. - 3:30 p.m.
Videoconference

CIOs and their Representatives: Jim Barrett, Bob Beck, Mark Clements, Chip Eckardt, Mohamed Elhindi, Robert Flum, Tom Janicki, David Kieper, Joe Kmiech, John Krogman, Ed Murphy, Sasi Pillay, Elena Pokot, Peter Reese, Todd Schaefer, Sara Solland, David Stack (reporting), Doug Wahl, Jason Winget, Ilya Yakovlev,

Guests: David Alarie, Ruth Anderson, Nick Davis, Alex DesChenes, Janet Deutsch, Jason Fishbain, Ruth Ginzberg, Kathy Luker, Michael Schlicht, Olga Turkina

Announcements

Sasi Pillay reported that David Alarie has a new role as Chief Technology Officer in the UW System Administration (UWSA) Office of Learning and Information Technology Services. Alarie will be the point person for the new Innovation Fund in conjunction with Renee Pfeifer-Luckett. Nick Davis has also joined the office as Chief Information Security Officer. He will co-chair the Technology and Information Security Council (TISC) and do a risk assessment across the UW System (UWS) using the NIST framework. The assessment will be presented to UWS President Ray Cross for risk mitigation and acceptance.

	Action Items	Responsible Party
CSRG Budget Sasi Pillay announced that the proposed Common Systems Review Group (CSRG) budget has been shared with the full CSRG committee in advance of their meeting next week. Basic budget guidelines included: - no new initiatives, upgrades or improvements in services - spare the small budget services - spare the academic systems - use FY15 balances and residuals to buy down FY16 costs Olga Turkina explained the process used by the CSRG Budget Committee in making its recommendations, including $3.3M in reductions from the original requests. The overall FY16 budget request is lower than the FY15 budget. The biggest reductions were to the UWS Service Center and the Shared Financial System (SFS).	**-** Survey LTDC members regarding Collaborate usage and recommendations - Inform CBOs about impacts of CSRG budget reductions	- Pillay - CIOs

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Consequently, delays in service improvements and rollouts are to be expected. Funds for the academic systems have smaller recommended reductions for various initiatives. The budget committee also recommended reconsidering and/or renegotiating the Blackboard Collaborate license. If there are service deficiencies in either D2L or Collaborate, Ruth Ginzberg would appreciate hearing from the CIOs and the Learning Technology Development Council (LTDC) members. Some of the UWS institutions have already started to transition to other cloud services such as Lync and Goggle Hangouts. Sasi Pillay stressed the importance of considering full life cycle and switching costs when contemplating a technology change. Other reductions are recommended for Identity and Access Management that would postpone integration with the Shared Financial System. FASTAR staff reductions are proposed. Proposed reductions to MILER and the CDR redesign project would also result in delays. Security operations will not be able to add an additional staff member to work directly with the UWS institutions. The Business Intelligence project will be limited to a replacement of the Interactive Reporting tool and there may be delays in transitioning queries to a new system. Reductions in one service can impact the viability of other services, which is difficult to quantify. Next week, the full CSRG will consider the Budget Committee's recommendations and pass their deliberations along to David Miller, President Cross and the UWS chancellors. John Krogman emphasized that the line items provided to the CSRG Budget Committee were for the purposes of quantifying risk. If the budgets of services are cut, the service owners are free to shift resources in whatever way makes most sense to minimize impact on deliverables and expectations. Bob Beck questioned whether the chancellors will understand the potential impacts of the cuts in areas that may be important to them, e.g., a delay in the new travel system. Pillay recommended that the CIOs make their Chief Budget Officers (CBOs) aware of the tradeoffs because they hold the majority of the seats on the full CSRG committee. John Krogman noted that the CBOs and Human Resources (HR) directors will be interested in learning about the potential cuts to SFS and the HR System (HRS) that will delay of implementation of functionalities that they have requested. Elena Pokot recommended quantifying the savings that will be realized by the UWS institutions if the various Common Systems are not cut. Sasi Pillay is concerned that the UWS institutions may be tempted to stand up their own shadow systems to work around Common Systems that are either cut or delayed. The CIO Council needs to provide strategy to the CSRG and the budget committee via an iterative process.		

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BI & Interactive Reporting Replacement & Workshop Kathy Luker reported that the Request For Information (RFI) session for Business Intelligence (BI) tools that was held last week included six vendors and good representation from the UWS institutions both in-person and via remote link. Some vendors did demonstrations using the sample data that the BI Core Team provided; others did not. The members of the BI Core Team are interested in additional details regarding the semantic/metadata layers in the various tools. The sessions increased the awareness and aspirations of the community for what is possible. The Gartner organization has been providing feedback on the subsequent Request For Proposal (RFP) process. Alex DesChenes reported that the scheme for weighting the responses is under development. The RFP evaluation team members have been chosen and Subject Matter Experts representing each domain are being identified. The goal is to select the final bidders and schedule demonstrations in mid summer that address the scenarios the bidders have been provided. Ideally, a new contract would start in the August timeframe and the query migration project would begin. Sasi Pillay is interested in making a choice that includes additional functionality that can be implemented in the future without having to do another RFP. Ilya Yakovlev inquired about a review of the technical architectures of the various products. Ruth Ginzberg explained that such a review has to be included in the RFP requirements and scored along with everything else. DesChenes assured the Council that such requirements are captured in the document. Elena Pokot stressed the importance of products meeting the UWS authentication requirements. Sasi Pillay explained that without an enterprise architecture standard for the UWS it is challenging to procure compatible products that don't require significant integration resources. The member s of the BI Core Team are concerned about not having sufficient resources for data modeling and data architecture. DesChenes explained that the current proposal before the CSRG only focuses on acquiring a BI tool for core UWS queries. Some institutions are more dependent upon the current tool than others.	- Solicit feedback from CIOs on potential BI scenarios	- Luker
SIS - Stevens Point Implementation James Barrett reported that UW-Stevens Point is trying to understand their business processes and survey all of their academic departments on campus as part of the discovery phase prior to implementing a new Student Information System (SIS). They are identifying the "bolt-ons" connected to their legacy system and looking at governance policies that may also need to be changed to enable deployment of a plain vanilla system without customizations. Bolt-ons won't be considered customizations per se because the focus is on not modifying the	- Designate a contact person for UW Stevens point at each campus. - Schedule a pre-survey teleconference with Oracle	- CIOs - Pillay

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underlying code. They are engaging with the other UWS institutions, and beyond. Sasi Pillay would like to create a system-wide procurement process for SIS that other UWS institutions could leverage, possibly including fit-gap analyses and hosting of the SIS environment. Pillay is also contacting the University of Buffalo that implemented SIS with only the necessary customizations to meet federal and state reporting requirements. Pillay is looking for the best way to leverage the knowledge learned by UW-Stevens Point beyond just the CIO Council. Word documents containing their findings will be uploaded to a Sharepoint site. Pillay shared the aggregated data regarding SIS costs and resources at most of the UWS institutions. About 48% of the costs are in UWS labor and 6% in contracted labor. Some 16% is for base software and 6% for auxiliary software. Infrastructure costs make up 11%. Altogether, about 40 FTEs are employed by the reporting campuses. Pillay announced Oracle is willing to do a no-cost assessment of the UWS SIS environment. About a dozen survey questions will be sent out to the CIO Council with much of the data already filled in from the above analysis. The missing data elements are primarily concerned with storage. After analyzing the results, Oracle will make a proposal to the CIO Council to host separate instances of SIS for each UWS institution in a virtual environment. David Kieper asked for greater clarity as to which functions and services Oracle would provide under such a proposal so that the resource requirements can be compared to today's investments. Mohamed Elhindi recommended a one-hour teleconference with Oracle prior to responding to the survey. Elena Pokot also suggested a session to learn Oracle's roadmap for SIS. Ed Murphy announced that Oracle will be sharing their roadmap at an April 23rd meeting at the Pyle Center. John Krogman suggested that the long-term strategy for SIS has to be driven by the provosts, not by IT. Pillay will present this effort to the Provosts.	- Respond to survey questions from Oracle regarding SIS - Share solicitation for April 23rd meeting with Oracle - Present Oracle SIS survey and proposal initiative to the provosts	- CIOs - Eckardt - Pillay
Procurement Framework Ruth Anderson explained the planning the UW System Administration is doing for the possibility of additional operational flexibility. If the governor's proposal passes, the UWS would have its own procurement authority as opposed to being largely under the oversight of the Wisconsin Department of Administration (DOA). This would mean developing new processes and policies to procure the right products in an efficient process. A working group will be put together in a month to examine the situation and propose policies. IT procurement would be a special case. Ultimately the recommendations for top-level policies would go to the Board of Regents		

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in March 2016. If more flexibility is granted, it would still be possible to use DOA contracts for a fee. Sasi Pillay stressed that additional flexibility will not mean that competitive bidding will go away because it will benefit the UWS in the long run. Pillay would like to see procurement policies that take into account any efforts needed to integrate systems that do not fit well within the UWS architecture. Elena Pokot recommended eliminating vendors for prior non-performance and John Krogman suggested performance based contracting and penalties. Ilya Yakovlev recommended the option of no-cost leasing and financing through vendors. Mike Schlicht is looking for appropriate investments for the Universal Service Funds this fiscal year and mechanisms for crediting any savings back to the UWS institutions.		
Innovation Proposal Process David Alarie reported that David Miller approved the creation of an innovation/initiative fund that will award up to $20K apiece for projects through a competitive RFP process. Evaluation requirements will include keeping the administrative overhead as low as possible, status updates at 60 and 90 days, and final deliverables at 120 days after the execution of the Memo of Understanding. The program is open to proposals for processes, software, evaluations, etc., through all the phases of the life cycle. Solicitations will begin in a week to 10 days with possible start dates around May 1. Sasi Pillay would like all submissions vetted by their local CIOs. Multi-campus proposals are encouraged. Funds can be encumbered this fiscal year and spent next year. Matching funds will make proposals more attractive. Dave Kieper recommended flexibility in project start dates because it may be difficult to get faculty engagement before the fall. In response to David Stack's concerns that the procurement process would be difficult to navigate in 90 days, Ruth Ginzberg reminded the Council that the simplified bid process can be used for procurements under $25K.	- Solicit volunteers to evaluate innovation fund proposals - Vet proposals for innovation funds coming from their institutions	- Alarie - CIOs
Huron Study on IT David Miller explained that President Cross announced last March that his administration will go through all UWS	- Solicit participants for the working group	- Pillay

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operations looking for efficiencies in various forms, both centralized and decentralized. He envisions a scenario in which various UWS institutions could take the lead on services where they are the centers of excellence. There will be a push toward common processes. After looking at a long list, Cross has asked Huron to start with IT. The scope will be focused on assessment, not making changes. There is a perception that IT functions have not been looked at holistically across the UWS for integration, spending levels, staffing levels, collaboration opportunities, etc.		
Miller proposed a governance structure to Huron Consulting Group that would have a single steering committee for providing technical support, setting direction and vetting feedback. To keep the committee from getting too large there would be one representative from each institution: either the provost, CIO or CBO. Huron would work directly with the committee that would provide feedback to David Ward and David Miller.		
John Krogman articulated the surprise and dismay of the CIO Council at having this review suddenly appear out of the blue. UW-Madison has been audited and examined by multiple entities over the last several years, which has meant a huge drain on resources. Miller complimented Pillay for already making this case in an even stronger fashion. Nevertheless, this initiative will be going forward. David Alarie is concerned that there is an implicit assumption that savings and reductions will be found, not additional investments for the benefit of the UWS.		
Chip Eckardt noted that the UWS institutions are already experiencing drops in staffing levels at the same time the institutions are looking for more from their local IT organizations. Dissatisfaction with some of the previous Huron engagements was also voiced. Miller reported that the work Huron has already done with HR will help him create a business case for investing in common ERP systems.		
Pillay explained that when meeting with Huron he has been taking a hard look at the data reporting requirements vis-à-vis the analyses the plan to do. When the call for data comes, UWSA will provide as much of it as possible. e.g., strategic plans and numbers of users supported. The data request will not be finalized without the input of the CIO Council. Krogman recommended a small team be created to work closely with Huron to direct their efforts.		
Elena Pokot noted the value and challenge of trying to measure business processes as opposed an easier and less useful approach that would focus merely on operations, e.g., equipment replacement cycles and the costs of putting a course online.		
David Kieper recommended that the overall data set be shared with the UWS institutions before being turned		

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over to Huron so that the appropriate interpretation can be included with it. Bob Beck concurred with the challenges of measuring a quickly changing environment, especially as entire UWS institutions are considering major restructurings in light of the fiscal situation. Janet Deutsch emphasized that this isn't a benchmarking or efficiency study. It is about having a global vision and getting away from siloes. Miller pledged to actively manage the direction of the Huron engagement based upon the feedback from Pillay and a small team. Further discussions will take place over email.		
VOIP/UCC Sasi Pillay and Mike Schlicht are in talks with UW-Superior and UW-Parkside about the options for standing up Voice over IP (VoIP) through another UWS institution. Another VoIP strategy would be to procure multiple pilots of different vendors at different campuses followed by the possibility of standing up an enterprise wide shared service. Elena Pokot recommended exploring peered, shared trunks that would enable free phone calls between the UWS institutions. The UWS needs to wait on the Department of Enterprise Technology's procurement for consulting services before going forward with its own.		
Shared Document Storage David Kieper has been approached by Box.net to consider their shared document storage services. Awhile back, UW-Green Bay compared Box to OneDrive. They don't want to increase the number of systems they have to support. UW-Eau Claire has also done an analysis. Chip Eckardt and others report loss of control over where students choose to store their data. Whatever we give students, they will continue to use whatever they had in high school. Elena Pokot stressed that this conversation is about collaborative document sharing, not ERP storage, security camera video storage, etc.	- Put shared storage on the next CIO Council agenda	- Pillay
ITMC Planning Ilya Yakovlov reported that the spring IT Management Council (ITMC) Meeting will start on Monday, April 27th at 10:00 a.m. to give people the opportunity of driving there in the morning. It will run until 3:00 pm on Tuesday. Efficiency working sessions have been scheduled for Tuesday morning and over lunch. The CIO Council meeting		

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will be on Tuesday from 1-3 p.m.		
TISC David Kieper reported that four of the institutions are not sending representatives to the TISC meetings, which impacts the overall value of the effort. Pillay acknowledged Mark Clements for helping the new UWSA CISO come onboard.		
Future Meetings - April 28th in conjunction with ITMC, Chula Vista, Wisconsin Dells - May 21st at UW-River Falls - June 18th at UW-Superior or rescheduled as a videoconference. - July 16th, location TBD - August 20th, location TBD - September 24th, location TBD - October 22nd, location TBD - November 19th, location TBD - December 17th, location TBD	- Discuss hosting of CIO Council meeting at UW-Superior	- Pillay and Kmiech