

CIO Council Videoconference Minutes November 17, 2015

Attending

Jim Barrett, Bob Beck, Chip Eckardt, Mohamed Elhindi, Werner Gade, Tom Janicki, Joe Kmiech, John Krogman, David Kieper, Bruce Maas, Anne Milkovich, Sasi Pillay, Elena Pokot, Steve Reed, David Stack, Sue Traxler, Doug Wahl, Ilya Yakovlev and guests Ruth Ginzberg, Mike Schlicht, Olga Turkina

Approval of Minutes

The minutes of the October 20, 2015 CIO Council meeting were approved by acclamation.

Review of Prior Action Items

Completed Action Items

- Sasi Pillay will circulate the list of successful Innovation Fund proposals.
- Sasi Pillay will solicit suggestions from the CIOs as to when the next round of Innovation Fund proposals should be solicited.
- The My UW System portal redesign team will solicit volunteers to help with the effort.
- John Krogman will distribute copies of the My UW System portal redesign materials.
- Sasi Pillay will notify the Innovation Fund applicants whether or not their projects were funded.
- The Huron Project Management Group will survey the CIOs and classify the recommended business cases before the next Council meeting.
- Sasi Pillay will notify the CSRG that the Council passed a motion to switch to Comodo certificates administered by each UWS institution.
- Sasi Pillay and David Stack will collate CIO Council member feedback on the business case opportunities recommended by Huron Consulting.
- Sasi Pillay, Ruth Ginzberg and Kathy Luker will re-examine the TCO model used for evaluating the Business Intelligence RFP in light of widespread training needs.

Open Action Items

- Sasi Pillay will send an invitation to explore the leveraging of UW-Whitewater's VoIP service at other UWS institutions.
- Sasi Pillay will ask Purchasing and Legal to review the proposed data security terms along with the comments submitted by Ilya Yakovlev and Bruce Maas.
- Werner Gade will collect anecdotes that illustrate the case for a single UWS credential.
- John Krogman will distribute UW-Madison's Incident Response Policy.
- Ruth Ginzberg will solicit volunteers to develop a process for internal bidding for training and services between the UWS institutions.
- Sasi Pillay will make the case to provosts, chancellors and CBOs regarding the need for resources for the IR replacement project. If possible, a CBO partner will be engaged. UNDERWAY
- Sasi Pillay will share a revised IR/BI slide deck with the CIO Council before addressing any of the stakeholder groups. UNDERWAY
- Nick Davis will verify whether the Internet2 roadmap has any bearing on the advisability of switching to Comodo certificates.
- Sasi Pillay will convene an effort to draft a new UWS security policy and to retire two board level telecommunications policies. UNDERWAY – Will be considered at next Board of Regents meeting.
- Steve Reed will convene the new security oversight group. UNDERWAY
- Werner Gade, David Kieper and Chip Eckardt will circulate a proposal for an alternative to storing student banking information in the Student Information Systems. Steve Reed will bring a new TISC document to the CIO Council.

- Sasi Pillay will share the TCO model after the BI RFP is awarded. Meanwhile, Oracle academy training is still available for the UWS institutions to buy. Pillay hopes more training could be funded through the CSRG proposal.

New Action Items from 11/19/2015

- Sasi Pillay will circulate the principles for shared services that were developed a year ago.
- Elena Pokot will share the service layer framework that is reviewed twice a year at UW-Whitewater.
- Bruce Maas will compile a list of potential CIOs and CBOs from outside the UWS who could consult on CSRG strategy.
- David Stack and UW System Administration will put together a draft proposal for addressing the Huron opportunities that also takes into account UW-Whitewater's layered model.
- David Stack will send out an email solicitation for ITLP project suggestions based upon the 18 Huron opportunities.
- John Krogman and Bruce Maas will investigate hosting a two-day CIO Council meeting at the WID on March 16th and 17th.
- David Stack will review the CIO Council mailing lists and suggest changes.
- Werner Gade will document the feedback from the ITMC breakout sessions. Then the ITMC Executive Committee will bring it to the CIO Council.
- David Stack will ensure the creation of a system-wide email list for the attendees at the Data Governance Summit.
- Sasi Pillay and David Stack will check with UWSA OIS about creating a Sharepoint site for the Data Governance Summit.
- Elena Pokot will share the agenda of her meeting with the UWSA internal IT auditor.

CSRG Update

Bob Beck expressed concern that the Common Systems Review Group (CSRG) formula for assessing costs to the University of Wisconsin System (UWS) institutions is being changed and is disproportionately impacting UW-Milwaukee. The CBO from UW-Milwaukee will be asking for a clarification of the rationale behind the change. Olga Turkina explained that the original CSRG formula was developed long ago by the CBOs. Because some funding streams were aggregated into a block, the funds couldn't be disaggregated. In taking the formula apart, it was suggested that the formula accurately represent expenditures at the UWS institutions because the institutions have some control over how they allocate their expenditures. Unfortunately, the timing of the changes will take place after the institutions have already budgeted for the assessments. Jenna Weidner explained that some short term budgeting help for UWM may be available. The question of what formula to use is also being revisited more broadly.

Dave Kieper noted that another change in the cost model was updating the underlying metrics by a few years. Mike Schlicht observed that this will also change the assessments for network and library costs in the middle of the fiscal year. Sasi Pillay announced that the goal is to have all shared services use the same formula.

Since some of the Council members were unaware of the proposed changes in the assessments, David Stack observed that this is an example of the communication challenges surrounding the CSRG. Some of the CSRG members don't regularly communicate back to their institutions. Other CIOs confirmed that their campus representatives were expecting communications to flow back through the functional groups. Weidner explained that was the old model. Now representatives are expected to communicate with their institutions. Pillay supports developing charters for the functional groups.

A couple Council members voiced support for changing the formula to one based simply on total institutional expenditures because the model would be simpler and the institutions would have a measure of control over the outcomes. In contrast, the current UWS model is a proxy for use. Weidner confirmed that this is one of the options on the table.

Kieper and Bruce Maas recommended that the CBOs as a group need to be engaged in this type of a change, not just those on the CSRG or the CSRG Budget Committee. Maas observed that any campus would be upset if a large mid-year correction impacted them negatively. The CSRG is one of the best things that the UW System has done. It saves all of the institutions a lot of money and the focus should not be on cutting around the margins. Overall, higher education is moving toward acting on a larger scale. Pillay concurred and observed that private colleges are pulling together to create such a model among independent institutions. John Krogman expressed disappointment that after all the efforts to be more strategic the CSRG Budget Committee immediately opted for a scenario of identifying cuts. UW-Madison is

considering withdrawing some of the services it provides to the UW System because lowering the prices may not be feasible. Beck noted that replicating the CSRG services at multiple UWS institutions will cost the institutions more.

Weidner explained that the strategy conversations for fiscal year 2018 will begin at the March CSRG meeting. Meanwhile, due to the compressed timeline, service providers will be asked to model 2% and 5% cuts for fiscal year 2017. Maas explained that UW-Madison will cut entire services if necessary, not water services down. About 6 years ago, Maas did an analysis that showed UW-Milwaukee paid Common Systems about one quarter of what it would cost to stand up the same services at the institution. Maas voiced the opinion that the UW Service Center should not be part of the CSRG budget because it is operational in nature and its presence in the budget crowds out libraries and academic systems.

Mohamed Elhindi reported that a similar exercise is underway at UW-La Crosse to cut services as necessary. The CIOs need to sell the value of the Common Systems and develop a list of services that should not be watered down.

Huron IT Study Response

David Stack reported that he discussed the efforts of the CIO Council regarding the Huron recommendations with Vice President David Miller. Miller encourages the Council to think strategically with a larger view than simply responding to the Huron recommendations. Stack confirmed with Miller that this is what the Council members intend to do. Since such an effort will take some time, the Council is also developing a response to the Huron recommendations. It may take a few iterations to settle on a document that is useful to both Miller and President Cross.

Mohamed Elhindi observed that the Huron recommendations are largely about shared services and working together. John Krogman reminded the Council that the current IT Leadership Program cohort is willing to engage in researching a half a dozen projects related to the recommendations. Such an effort would need to be kicked off at UW-Parkside in a few weeks.

Elhindi noted that standing up services is easy, but the strategy needs to come first. Sasi Pillay will circulate the principles for shared services that were developed a year ago.

Bruce Maas explained that UW-Madison has been able to do a number of things that have become part of the shared services portfolio because of their scale. Going forward, IT security is a major initiative at UW-Madison and the scale can benefit the UW System as well. Maas realizes that there is tension in this approach which should be discussed in a transparent fashion.

Elena Pokot recommended looking at the recommendations from the perspective of service layers because the categories identified by Huron are not necessarily appropriate. National trends are unfolding in higher education and we need to think bigger than standardizing on what type of laptops we buy. It is important to not focus on any specific system or technology. Pokot will share the service layer framework that is used at UW-Whitewater twice per year.

Maas observed that IT efficiencies are predicated upon consistency in processes, e.g., payroll calendars. Pokot noted that modeling 2% and 5% cuts provides an opportunity to leverage the service providers to identify the services that are not needed and could possibly be charged back to the institutions that demand them. Anne Milkovich described how some customizations, such as the academic calendar, go beyond culture and can provide an institution with a competitive advantage. Maas and Pokot advocated disaggregating the payroll and academic calendars. Sasi Pillay recalled that David Miller listened to the "9 over 12" payroll discussion and took that item off the table. We need to repeat this exercise in other areas where it makes sense.

Jenna Weidner observed that Pokot's suggestions could lead to a possible CSRG cost model for fiscal year 2018 that takes into account the amount of campus customization. Pokot explained that costs at UW-Whitewater are assessed, even if they are not charged back to the requesting department. That exercise turns the matter into an institutional decision, not an IT decision. For example, knowing that a particular customization may cost a certain amount and that only a few of the UWS institutions would take advantage of it could incentivize good decision making.

Weidner wondered who would own the gathering of the quantitative customization and cost information. David Kieper recommended a larger group than just the CSRG budget committee. Pillay suggested that perhaps the CSRG needs a strategy subcommittee for fiscal year 2018. Weidner proposed that every CSRG member could be on either the budget or the strategy committee. Maas recommended bringing in a CIO and CBO from a university that does shared strategy well to consult with the CSRG rather than a commercial consultant. Maas will compile a list of potential CIOs and CBOs from

outside the UWS and welcomes input from others. Elhindi explained that the Minnesota system does this well and has learned a lot from their mistakes. The CIOs and provosts were the drivers. Pokot noted similarities to the Higher Learning Commission model.

Kieper suggested revisiting the Council's discussion on the 18 opportunities identified by Huron, identifying which are already underway and highlighting the cultural challenges. Chip Eckardt recommended separating the lists into what IT can control and what the functional offices control.

David Stack reported that the full CSRG shares the concern that institutional cultures and business practices are impeding common solutions. Some of the UWS institutions agree with the need to standardize but are not ready to move at the present time, nor do they see it as a high priority. Weidner observed that she has heard these same sentiments in other groups as well and recommended a rubric comprised of President Cross's takeaways combined with CIO Council priorities. The recommendations that make little sense could be thinned out. Stack said that UW System Administration will put together a draft proposal that also takes into account UW-Whitewater's layered model.

John Krogman reminded the group that the IT Leadership Program participants will be meeting on December 7-8 at UW-Parkside. They could undertake deeper dives into a half a dozen of the Huron opportunities. They would need CIO Council sponsors for each project, for example inventorying Help Desks and looking for possible collaborations. David Stack will send out an email solicitation for project suggestions.

Reviewing the EDUCAUSE Carpool Brainstorming

Before the meeting, David Stack distributed a set of recommendations for the CIO Council and the IT Management Council that were brainstormed by the CIOs who carpooled to the EDUCAUSE annual conference. David Kieper expressed support for the idea of fewer, shorter meetings. Jenna Weidner noted the overall theme of collaboration. David Stack said that he intends to circulate items to the CIO Council for their review that will have a default outcome unless there is interest in deeper discussion. Chip Eckardt is in favor of emailing of status reports to the CIO Council in advance of the meetings with follow-up discussions at the meetings if necessary.

Regarding the suggestion of noon to noon meetings, Sue Traxler recommended being conscientious of those who perhaps can't afford overnight travel. Bruce Maas suggested mixing the types of meetings. For example, the CIC does noon to noon meetings on a quarterly basis at one of their institutions with the local president or provost dropping by to talk about strategic issues. The meetings often include a visit with a prominent researcher or staff member. For example, UW-Madison could host a CIO Council meeting at the Wisconsin Institute for Discovery (WID). Chip Eckardt noted that there are already two overnight meetings associated with the IT Management Council and recommended adding two more noon-to-noon meetings. John Krogman and Bruce Maas will investigate hosting a two-day meeting at the WID on March 16th and 17th.

Mike Schlicht reported that there are problems with the UWSA staff not getting notified of relevant CIO Council agenda items and travel arrangements because they are not on the cios_only email list. Werner Gade recommended the creation of need a CIO meeting list that includes administrative assistants and frequent UWSA guests. David Stack will review the lists and suggest changes.

Anne Milkovich praised the work of the ITMC breakout groups and urged that the Council keep the momentum going. One theme that emerged was that the ITMC members don't know how to make recommendations to the CIO Council or the UWS as a whole. Werner Gade will document the feedback from the ITMC breakout sessions, then the ITMC Executive Committee will bring it to the CIO Council.

Bob Beck said he was delighted to have Beth Schaefer take over much of David Stack's former Chief Operating Officer responsibilities at UW-Milwaukee. Schaefer has been added to the cios_only list and will participate in the CIO Council meetings. Beck thanked John Krogman for his help in the succession planning.

Data Governance Summit – Common Data Standards

Anne Milkovich reported that the November 3rd Data Governance Summit was well attended and provided the opportunity to get the lay of the land across the UW System. Milkovich will send out a summary report and the action items including:

- Creation of a system-wide email list

- General adoption of the UW-Madison framework by the other UWS institutions as appropriate
- Distribution of the lists of tool already in use
- The creation of a Sharepoint site as a document repository
- Sharing of a basic RACI chart Excel template
- Scheduling a check-in during January to identify the appropriate leads at the UWS institutions

Stephen Reed thanked Milkovich and the UW-Oshkosh staff for hosting the event. Chip Eckardt suggested using the data element names that are already in PeopleSoft as a starting point for developing semantic layers. Bob Beck reported that Ed Melchior did a presentation of UW-Milwaukee’s data dictionary at the summit and Melchior is meeting today with Jason Fishbain. Elena Pokot suggested a comparison of data dictionary elements because there might be more commonality across the UWS institutions than people think.

Internal IT Audits

Anne Milkovich reported that UW-Oshkosh is scheduled for a visit by the UWSA internal IT auditor Mary Luebke. Elena Pokot will share the agenda of her meeting with Luebke who also visited the UW-Whitewater data center and inquired about policies and frameworks. The meeting was a combination of a meet and greet session and an effort to understand the UW-Whitewater environment. It was not a deeply technical discussion. The meeting focused on access control, multi-factor authentication, policy development, data classification, storage of social security numbers, and PCI.

CSRG Software

Jenna Weidner explained that as part of the new CSRG process, all of the software licenses will be reviewed together. The UWSA Procurement Office and the CIO Council will review the list to look at overall life cycle costs. Ruth Ginzberg and the CIO Council will present the combined list to the CSRG process.

Next Meeting

The next CIO Council meeting will be on December 17th in room 1820 in Van Hise Hall. Parking information will be distributed in advance.

2016 CIO Council Meeting Dates

January 21 st : TBD	May 19 th : TBD	September 15: TBD
February 18 th : TBD	June 16 th : TBD	October 20 th : TBD
March 17 th : TBD	July 21 st : TBD	November 17 th : TBD
April 21 st : TBD	August 11 th : TBD	December 15 th : <i>Van Hise Hall Room 1820, UW-Madison</i>