

## CIO Council Meeting Minutes

August 20, 2015  
UW-Green Bay

Attending: David Alarie, Jim Barrett\*, Bob Beck, Chip Eckardt, Werner Gade, David Kieper, Joe Kmiech\*, John Krogman, Bruce Maas, Anne Milkovich, Sasi Pillay, Elena Pokot, Stephen Reed, David Stack, Sue Traxler, Doug Wahl, Ilya Yakovlev,

Guests: Adam Fennel from Huron\*, Ruth Ginzberg, Michael Schlicht, Diann Sypula\*, Jenna Weidner\*

\* by videoconference

### New Action Items:

- Diana Trent will post the July 16, 2015 CIO Council meetings on the web.
- Sasi Pillay will distribute the final Huron Consulting report to the all the CIOs as well as the disposition of the CIO Council's comments on the prior draft. Sasi Pillay will schedule a follow-up meeting between the CIO Council and President Cross.
- Sasi Pillay and Adam Fennel will clarify the language in the Huron Consulting report regarding coordination of security efforts without necessarily changing reporting structures.
- Sasi Pillay will send an invitation to explore leveraging UW-Whitewater's VoIP service at other UWS institutions.
- Ruth Ginzberg will solicit volunteers for a Microsoft Strategic Licensing Team.
- Sasi Pillay will solicit participation from Audit and Legal on the Security Steering Team.
- 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 volunteered to collect anecdotes that illustrate the case for a single UWS credential.

Approval of the minutes from the July 16, 2015 CIO Council meeting was moved by Bob Beck, seconded by Sue Traxler and approved by acclamation.

### Status of Prior Action Items

- COMPLETE - All campuses to confirm their involvement and attendee name(s) for the MOR IT Leadership Program with John Krogman.
- COMPLETE - 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.
- IN PROGRESS - CIO's to involve Diann Sypula in discussion with campus HR Directors as soon as possible.
- IN PROGRESS - CIO's to update the Application Portfolio Spreadsheet before the next CIO meeting if possible.
- COMPLETE - Sasi Pillay to share the UWS summary of the Governor's vetos.
- COMPLETE - Sasi Pillay to follow up on the UPS questions posed to Al Crist before his retirement. Sasi has asked Margo Lessard to review the question about whether a degree is needed for academic staff. The HR departments at some of the UWS institutions indicated that none is required. Any additional questions can be sent to Sasi Pillay. Ilya Yakovlev is wondering whether a recruitment would be needed for career progressions that go from University Staff at the entry level to Academic Staff exempt positions at the more advanced level. Every employee in the UW Colleges has received a letter and the offer of an appointment to discuss their options. Other institutions are planning to send out information in the fall timeframe.

- IN PROGRESS - Sasi Pillay to follow up on the availability of the Huron study of the UWS functional areas.

### **Huron IT Study**

Sasi Pillay does not yet have permission to distribute the report from Huron Consulting to those CIOs who are not on the study's Advisory Committee. John Krogman reported that the latest draft does not have many changes from the previous version. President Cross has asked for an Executive Summary of the report. The study's Executive Committee has not yet discussed the report or its recommendations. The Council recommended that members of the study's Executive Committee start a dialogue with the Project Management Group.

Elena Pokot recalled that President Cross said he would collaborate with the CIO Council regarding Huron's recommendations. David Kieper recommended that the Council "further investigate" the report's findings rather than jumping right to discussions of implementation. Pillay believes that President Cross is interested in input from the CIO Council. Bruce Maas recommended that a subset of CIOs dialogue with the Executive Committee.

Jenna Weidner reported that the Executive Committee is interested in a deeper dive into some of the recommendations, in particular the business case for the Student Information System (SIS) and an inventory of UW System (UWS) data centers.

Pokot recalled that Cross said he was interested in having Huron provide a set of external eyes to look at UW System (UWS) IT. The report serves that function. It does not provide a detailed roadmap. It is a set of triggers. Additional expertise needs to be brought to the table.

Weidner reinforced Maas's point that further work should be done collaboratively, rather than two groups working in parallel. Krogman recommended that further investigations be led by the CIO Council members because they will be the ones doing the actual work even if a consultant is hired to oversee the effort. Weidner confirmed that the next steps will not involve external consultants. Beck and Jim Barrett noted that the UWS institutions need clarity soon because of all the planning they are doing for various projects that might be impacted by the recommendations.

Maas expressed concern that recommendations for centralizing security functions in a manner similar to what has already taken place for Internal Audit is overly prescriptive. Adam Fennel explained that the goal of the recommendation is greater coordination across the UWS. Maas is comfortable with coordination without implying that reporting structures need to change. Fennel will work with Pillay to clarify the language. Fennel explained that even though the report has already been released to the Executive Committee members, an amended report can be distributed.

After Adam Fennel disconnected from the teleconference, the Council members expressed displeasure that Huron Consulting was invited to the meeting without the prior consent of Council. As a cautionary note, Chip Eckardt noted that anyone can drop in on meetings held in the virtual conference rooms. Joe Kmiech explained that there is the option of asking Instructional Communications Systems to dial out to all teleconference attendees, which they would prefer not to do. Werner Gade noted that often various UWS staff members drop into the CIO Council meetings in Madison uninvited. Maas reminded the Council that there are requirements to hold open meetings. Krogman stressed that vendors should only be invited to the Council meetings under specific circumstances. Sue Traxler recommended that the meeting agendas clearly specify if vendors will be participating and only after prior consultation with the Council. Pillay apologized for inviting Huron to participate. It was his understanding that the CIO Council members wanted to dialogue directly with Huron.

### **Service Center Update**

Diann Sypula recalled that the CIO Council requested an update on the direction for the Human Resources System (HRS). An upgrade from v9.0 is imminent. Options for the cloud are being carefully analyzed. The

organization of the Service Center is also being examined. There are external pressures from the Affordable Care Act and Employee Trust Funds (ETF).

In the next year or so, new transactions will be piloted around COBRA, international taxes and other low hanging fruit in collaboration with the HR directors at the UWS institutions. Al Crist's replacement will be on the job in a few weeks. User groups and governance committees will be re-engaged in new ways. Additional self-service capabilities will be implemented to take the load off of the institutional HR teams.

Meanwhile, the upgrade path is being examined and will include more standardization and consolidation. Customizations will be decommissioned wherever possible. New functionalities in v9.2 will be implemented.

After the upgrade, additional functionalities will likely become available in the cloud via a hybrid environment. Chip Eckardt asked about engaging third party vendors who could freeze HRS at the current version level and provide ongoing support. Sypula reported that there is not great confidence that vendors can handle the complexity of the UW System. Ruth Ginzberg reported that one vendor confirmed that they could do the v9.2 upgrade, which would be the last version before Oracle goes to a continuous release cycle. Pillay recommended talking with other customers.

Upcoming steps include:

- A Request For Service for an upgrade partner (released last week)
- A study by Oracle to analyze cloud readiness for the UW System
- Final determination as to whether a v9.2 upgrade is the right path
- Analysis of options for the talent acquisition capabilities in v9.2 versus other products
- Development of a long term reporting strategy in collaboration with the UWS Business Intelligence replacement initiative
- Moving forward with HR Service Delivery recommendations to consolidate, standardize and increase usage of self-service

Sasi Pillay arranged a half-day meeting with Oracle for next week to examine the cloud potential before committing to a high cost for a version upgrade. It has been said that Oracle is incentivizing its sales force to move customers to the cloud.

Chip Eckardt asked if other universities have outsourced their HR functions. Sypula reported that the University of Georgia outsourced only payroll processing and subsequently decided to bring it back in house. State regulations make outsourcing difficult, the same with going to the cloud. A move to the cloud would likely require an RFP that would be open to all vendors unless there was a governor's waiver.

The Council members expressed concerns about the lack of closure on direction. Pillay explained that the viability of the cloud option should be known after the meeting that is scheduled with Oracle in four days. Pillay distributed the questionnaire that will be used at the meeting. Sypula hopes for a go/no-go decision from David Miller within a week or so.

Eckardt and Maas expressed concern that the high costs of administration systems often crowd out much smaller purchases for academic systems. Anne Milkovich inquired whether products other than Oracle have been considered. Pokot noted that any decision will take a long time to implement and Sypula's roadmap does guide the UWS into the cloud. Werner Gade noted that the pressure is on because maintenance support will be lost in two years. Meanwhile, the UWS is trying to set a strategic direction that will unfold over a longer timeframe. The near term goal should be to hold down the maintenance costs. The HR directors at some of the UWS institutions expressed concerns that they will be forced to change their recruitment system.

### **VoIP Implementation Updates**

UW-Madison is conducting a VoIP pilot for 500 people using Lync in a locally hosted environment. The pilot will conclude at the end of September and the institution will decide upon a direction at that point.

UW-Platteville has about 1,100 phones and 31 mobile devices deployed through a Cisco hosted environment via UW-Whitewater. Existing phone numbers were retained, although six people have given up on using

desktop devices altogether. An SLA between the two institutions is about to be signed. Most of the break/fix/reallocation tasks will be reallocated to the Help Desk and a portion of a person will be reassigned to other duties.

UW-River Falls has a 100-line on-premise pilot with Cisco including Mobile Remote Access, Jabber and a number of other features. About 925 phones will ultimately be deployed. The phone number cutover was challenging because of e911 considerations and a lack of expertise on the part of the SIP trunk vendor. Full campus cutover will be on November 15<sup>th</sup>. It was necessary to lay off the primary Centrex administrator for budgetary reasons.

UW-Eau Claire has dual AT&T SIP trunks. Their current environment is mainly Cisco, but they are moving to Lync. They kept their existing phone numbers. Domestic long distance will be free. Some 200 Centrex lines have been kept for emergency devices.

UW-Parkside reports that departments are dropping their desktop phones for budgetary reasons and staff are using their cell phones instead.

Elena Pokot explained that phone provisioning and de-provisioning still needs to be done in a VoIP environment similar to how it was done with Centrex. These tasks require about three-quarters of an FTE, which is why UW-Platteville moved them to the Help Desk. At UW-Whitewater, all end points are wired devices to enable emergency communications through them. The last acquisition has been all videophones. The real cost for endpoints is licenses, not devices.

At UW-Stevens Point, Risk Management has defined which phones needed to be kept for safety purposes. They have a phone switch that is good for another 7 years and they may only look at VoIP for niche situations.

Michael Schlicht explained that an enterprise contract for better pricing is being pursued. The Centrex contract expires next summer. In Michigan, costs went up some 70% after their Centrex contract expired.

UW-Stout will be a beta site for the Microsoft cloud offering and they are also pursuing working with UW-Eau Claire. They expect to begin some type of deployment in summer 2016.

UW Colleges/Extension is gathering information for a TSSR (Telecommunications System Study Report.) VoIP will help with broader consolidation and standardization efforts.

Sasi Pillay is interested in exploring further options with UW-Parkside and UW-Superior. UW-Whitewater has a scalable architecture that other institutions could choose to leverage. Pillay would like to explore more deeply if the service as a whole is scalable with adequate depth of staff support. Schlicht will coordinate a meeting with interested institutions, including UW System Administration, to pursue going forward with a robust service through UW-Whitewater. Sasi Pillay will send out an invitation for institutions to explore leveraging UW-Whitewater's VoIP service.

### **UW-Madison Knowledgebase**

John Krogman explained that UW-Madison has a robust KnowledgeBase that has been made available to other UWS institutions as well as other universities. The tool was developed in-house about 15 years ago. UW-Oshkosh and UW Stout, UW Colleges/Extension and UW-Milwaukee have been using the KnowledgeBase and are pleased with it. Brandon Bernier and Sean Bossinger explained that the KnowledgeBase can be locally branded and extended beyond IT Help Desks. For example, thousands of documents are stored by the Campus and Visitor Relations group at UW-Madison. Public documents from multiple departments at UW-Madison can all be searched via kb.wisc.edu. Perhaps 25% of the 40K documents are publicly available. New departments and institutions are looking for a KnowledgeBase that is preloaded with relevant information and they can choose whether or not to accept documentation published by other departments or institutions.

To deploy the KnowledgeBase, UW System schools pay membership costs of \$2,500 annually plus an initial setup fee that depends upon how much assistance they need. UW-Madison and UW-Milwaukee have submitted a joint proposal to the Innovation Fund to encourage expansion of the KnowledgeBase throughout the UW System for two years, including training and consultation.

UW-Eau Claire recommends the development of a new API for displaying of KnowledgeBase documents within other web pages. A non-robust API exists today. UW-Eau Claire appreciates that people with different levels of permissions receive the appropriate sets of documents for their role. Sasi Pillay recommended consideration of a CSRG proposal for support of the KnowledgeBase system-wide.

### **Innovation Fund Update**

Sasi Pillay explained that some 48 proposals were received, especially from UW-Milwaukee, across a full spectrum of topics. There were a few joint proposals. Pillay is asking for a few CIO volunteers to review the proposals. He is reaching out to David Ward's team as well as a few CBOs. Funding recommendations will ultimately be made to David Miller. The reviewers will also look for similar proposals for possible combinations. The CIOs are welcome to submit feedback on the proposals that came from their institutions. Pillay will develop a set of evaluation criteria for reviewing the proposals.

At a number of institutions, the Grants Offices inserted themselves into the proposal process, which required various negotiations. Council expressed confusion as to the meaning of their signatures on the proposals. Some CIOs did not advance all of the proposals that came to their attention for various reasons. Ruth Ginzberg expressed the value of having difficult conversations with the PIs of those proposals that are not funded.

### **Microsoft Licensing Strategy**

Ruth Ginzberg reported that the current Microsoft licensing strategy was developed in the late 1990s and focused on desktops and servers, which doesn't align with current purchasing practice. There are not any negotiated cloud agreements with Microsoft except for Office 365. Ginzberg would like to convene a working group to strategize on future contracting to optimize purchasing. The group would include the Technical Colleges because they contributed to the overall volume of the contract. Ginzberg will send an email soliciting volunteers for a Microsoft Strategic Licensing Team.

### **Security Steering Council Update**

Stephen Reed met with the Technology and Information Security Council (TISC) and received their feedback regarding a Security Steering Council (SSC). Representation needs to be defined from UW System Administration in addition to Nick Davis. Pillay will solicit participation from Audit and Legal. The next step is to work with TISC at the ITMC meeting to prioritize the tasks. TISC is waiting for guidance from the SSC.

### **LMS Update**

Renee Pfeifer-Luckett reported that there have been eight campus visits so far with site administrators for a learning environment needs assessment. Three more visits are scheduled. Meetings at UW-Superior and UW-Milwaukee will be scheduled during October. Some meetings have included instructors. Groups of 10-12 work best in a 90-minute format. The discussions center around unmet needs, campus observations, collaborations, and accessibility/universal design. The UWS institutions are experiencing a wide variety of accommodation needs, especially for students who have cognitive difficulties. The UWS institutions are using a variety of collaboration tools because one size does not fit all. The budget situation is driving efforts to be more efficient and collaborative. Interoperability is a concern, especially around active learning and learning analytics.

UW-Green Bay reported that the sessions on their campus were well framed and brought together people who don't always talk with each other. At UW-Oshkosh, there were interesting discussions that helped build awareness around accessibility. People will be curious to know the next steps. UW-River Falls also benefitted from the internal dialogue that came out of the visit.

UW-La Crosse has decided to withdraw from the Canvas learning management system pilot that is looking at integrations with other systems and tools. A final report on the pilot will come out in the fall.

Blackboard contract prices have been reduced as reported at the last meeting. There is a new Collaborate Ultra product that will not have any additional costs over the “Classic” version. Implementation details are being discussed. Discounts have also been secured on the D2L contract. Bruce Maas suggested the savings be earmarked for future academic systems. Sasi Pillay replied that such a request would have to be made to the CSRG committee. The redesign of the Common Systems Review Group (CSRG) process will be discussed later. Ruth Ginzberg noted that the re-absorption of savings is a disincentive for entities to go through the effort of saving funds. Pillay concurred and noted that he has had similar conversations within UW System Administration.

### **Standard IT Contract Language**

Anne Milkovich has previously attached a standard set of data security terms to all contracts to spur vendor responses. In her experience, it streamlined the procurement process and eliminated the problem of the purchasing office missing data-related terms and conditions during their contract reviews. Milkovich shared the terms with the Council for feedback. UW-Eau Claire successfully used a version of the document in their negotiations with Terra Dotta.

Bruce Maas expressed concern that some companies are trying to sell the UWS institutions their own student data back to them. Ruth Ginzberg assured the Council that D2L does not own the data in the Learning Management System.

The convention is that the vendor typically writes software license agreements because of the specificity to the product. There are state standard terms and conditions that are attached to all purchasing contracts. Cloud service contracts are typically a suite of agreements. If the UWS institutions use the proposed addendum, Ginzberg cautioned against a false sense of security, especially with regard to FERPA. UW-Milwaukee has also been trying to put terms and conditions on contracts which has resulted in considerable overhead. Reviewing contracts based upon a risk analysis is a more appropriate basis than the dollar amount of the purchase. Ideally, there should be a risk analysis tool that could be used by non-IT staff to triage contracts to the appropriate experts.

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.

Elena Pokot Pokot suggested combining the terms with the work that has been done by the Middleware group and the Technical Advisory Group. Pillay recommended keeping the terms separate from architectural considerations. Ginzberg recommended including integration guidelines with purchasing solicitations rather than contract requirements. Some CIOs would like to see non-negotiable requirements pertaining to certain domains on system-wide contracts.

### **Shared Services Strategy Group**

Jenna Weidner thanked the Council for the input they provided at their last meeting. The oversight provisions have been adjusted and circulated to the CSRG and the Executive Committee for Enterprise Administrative Systems. A slightly revised and scaled back model is now being proposed. It would be a modification of the existing CSRG that would have David Miller and David Ward as co-chairs. The Executive Committee would be eliminated. Duplicate advisory committees would also be scaled back.

There are no immediate plans to overhaul the CSRG membership. That topic will be brought up again when the membership cycle renews. A new model may be designed around business areas, such as CBOs and provosts, rather than by the UWS institution. Requirements to report out to the stakeholder groups would be included in the member roles. The Council members debated the pros and cons of having CSRG reporting sent to the institutions versus having the reporting go through stakeholder groups. Bruce Maas suggested there be a template for the members to use to guide their communication tasks.

Anne Milkovich inquired whether the members are chosen for their expertise or whether people are expected to take their turn regardless of their interest or abilities. John Krogman noted that unless the overall resource capacity is increased, all discussions will be about budget not strategy.

Sasi Pillay described the efforts to come up with a new set of principles that will help in defining and measuring success. A charter will be developed for the CSRG. In the meantime, Olga Turkina and Pillay have developed a timeline for the budget process. Turkina has also developed a survey to get additional information about communications that will be sent to the functional groups as well as the existing CSRG members. Weidner thanked the Council for their input and committed to keeping the Council updated.

### **Emergency Websites**

David Kieper noted that emergency websites need to quickly ramp up to heavy loads during times of emergency. UW-Madison has already developed these techniques. Meanwhile, WiscNet has an elementary system that is not as resilient although it costs much less. Ilya Yakovlev and Kieper will look at on-demand cloud systems that can presumably ramp up to the level needed during an emergency with the resulting costs charged to insurance. Bruce Maas noted that some cloud providers don't charge for traffic. Ruth Ginzberg explained that there are emergency procurement mechanisms that can kick in during an event. The UW SysNet will need to intervene to redirect a default UWS institutional web address to a different address during an emergency.

### **Rave Alert**

UW-Parkside is interested in negotiating a joint renewal of a contract with Rave Alert. The various UWS institutions are on different timeframes. Perhaps the contract volume could be increased by joining with the Technical Colleges. At issue is how long UW-Madison's contract can be renewed.

### **ITMC Conference**

The IT Management Council (ITMC) fall meeting is scheduled for October 18<sup>th</sup> and 19<sup>th</sup>, the week before EDUCAUSE. The plan will be to have the CIO Council meeting on the 20<sup>th</sup> as early in the day as feasible given whatever else is on the ITMC agenda. Suggested topics include:

- possible areas for collaboration as identified by the Huron report.
- education on project management
- short campus presentations regarding what they can offer to the other UWS institutions, e.g., hosting, security,

Aaron Brower will deliver a keynote on education of the future.

Stephen Reed recommended organizing the conference by topic rather than by breakout group. There are discrepancies in the perceptions of the values of the different groups. Perhaps each group should have a CIO sponsor to help them focus and use their time well. The conversations could be more focused on services rather than on roles.

Anne Milkovich recommended having shorter breakout group meetings so that there are opportunities to attend other topical sessions. Werner Gade noted that some breakouts take advantage of the work of the ITMC Executive Committee in organizing the event and may not choose to participate in the overall agenda.

Bruce Maas suggested that the CIO Council define the role of the ITMC and then choose whether or not to offer resources to other groups. Elena Pokot suggested building a conference around a limited set of topics rather than an event that purports to cover all of IT and related disciplines.

## Single UWS Credential

Werner Gade reported that Ty Letto and Tom Jordan have indicated that a single UWS credential initiative requires ownership beyond IT, and they are looking for people who can initiate discussions with the business owners. Bruce Maas recommended that the CIOs start the conversations at their respective institutions. Gade recommended the collection of a set of talking points or stories that can illustrate the need to move in such a direction. Sasi Pillay recommended an educational session at the ITMC. Gade volunteered to collect anecdotes.

**\*REMINDER:** Unless otherwise noted, all meetings are scheduled on a Thursday.

### 2015 Meeting Dates:

• September 24th: Face-to-face meeting in Madison to talk with David Miller about succession planning.
• October 22nd: Location TBD
• November 19th: Location TBD
• December 17th: Room 1820 Van Hise Hall at UW-Madison

### 2016 Meeting Dates:

• January 21 <sup>st</sup> : TBD	• July 21 <sup>st</sup> : TBD
• February 18 <sup>th</sup> : TBD	• August 11 <sup>th</sup> : TBD
• March 17 <sup>th</sup> : TBD	• September 15: TBD
• April 21 <sup>st</sup> : TBD	• October 20 <sup>th</sup> : TBD
• May 19 <sup>th</sup> : TBD	• November 17 <sup>th</sup> : TBD
• June 16 <sup>th</sup> : TBD	• December 14 <sup>th</sup> (Wednesday): TBD – Please Discuss: - December 14 meeting location is 780 Regent Street - Change date to Thursday, December 15 and move location to 1820 Van Hise Hall