



OFFICE OF LEARNING AND INFORMATION TECHNOLOGY

CIO Council Meeting

May 21, 2015

River Falls, WI

Attendance: Jim Barrett*, Bob Beck, Chip Eckardt, Mohammed Elhindi, David Kieper, Joe Kmiech, John Krogman, Anne Milkovich, Sasi Pillay, Elena Pokot, Stephen Reed, David Stack (reporting), Suzanne Traxler, Ilya Yakovlev, Doug Wahl and guests Al Crist, Jason Fishbain*, Ruth Ginzberg, Valerie Malzacher, Olga Turkina

* by audio conference

Chancellor Van Galen welcomed the CIO Council members. The UW-River Falls campus is in a small farming town located about 30 minutes away from 18 Fortune 1000 companies in the Twin Cities area. A new learning center has been established in Hudson, WI to be closer to the Twin Cities market. UW-River Falls is home to the 2nd largest undergraduate dairy farm program in the country. A new undergraduate degree program in data science and predictive analytics will be pitched to the Board of Regents.

Action Items

- Renee Pfeifer-Luckett will distribute a status update to the CIOs regarding the usage of Collaborate. She will soon meet with D2L and Blackboard. Blackboard has a proposal to redo their entire collaborative suite. She has also been elected the Interim Chair of the Learn@UW Executive Committee. There are also some openings on the Executive Committee that need to be filled.
- Sasi Pillay will look at President Cross's calendar to set up a meeting with the CIOs between now and the June meeting of the Board of Regents. Before meeting with President Cross, the Project Management Group will put their thoughts in writing.
- Sasi Pillay will schedule a discussion of contract provisions for cloud systems and the release of student data for a future CIO Council meeting.
- David Stack will notify Werner Gade that he was elected as co-chair of the CIO Council.
- David Stack will distribute the Council bylaws.
- Stephen Reed will follow up with Mike Woolsey about the activities of the CWCW group, especially with regard to emergency websites.
- Sasi Pillay will send David Stack a list of future agenda topics based on today's meeting notes.

Minutes of April Meeting

The minutes of the April 2015 meeting were accepted by acclamation and will be posted on the CIO Council website.

Review – Prior Action Items

- Stephen Reed distributed the 2009 draft charter for the Data Privacy and Security Executive Council to the full CIO Council.
- Jim Barrett identified the kinds of expertise he needs for bringing up a new Student Information System at UW-Stevens Point and requested contact information for people in key roles from the other institutions. Some of the CIOs have responded already with the names of their functional and technical contacts. Barrett would like the names of people who could potentially advise or help UW-Stevens Point with process issues and best practices.
- Sasi Pillay distributed the Innovation Fund guidelines and materials for review by the CIO Council.

Particular attention should be paid to the proposed dates.

- Sasi Pillay will solicit volunteers to evaluate proposals for Innovation Fund projects. The CUWL and Learn@UW Executive Committee chairs will also serve on the proposal evaluation committee. The CIOs at each campus will serve as conduits for all submissions from their institutions. The Request for Proposals will go out to multiple lists.
- David Stack will send his meetings notes to the cios-only list. After the following CIO Council meeting, the notes with any additions or corrections will be posted to the OLIT website.

CIO-Only Discussion on the Huron Assessment

Stephen Reed reiterated the Council's prior concerns about the lack of context and the poor data quality surrounding the proposed Business Cases. Elena Pokot expressed concern that the CIOs voted on an initial set of brainstorming opinions collected at the ITMC meeting and since then a more detailed analysis of that brainstorming became available. John Krogman noted that Huron is making recommendations of business cases tomorrow and it is important that the CIOs engage with President Cross and David Miller before any actions are taken. Sasi Pillay expressed dismay that the focus has been on driving down IT costs, not about adding value and engaging IT as a strategic partner to enable the mission of the UW System. President Cross is highly focused on cost savings in today's fiscal environment.

There are concerns that the various business case recommendations will generate additional time consuming data requests. Huron Consulting is not doing very much beyond collating the lists of data and ideas that the UWS institutions are providing. The CIO Council should inform the President regarding the perceived quality of Huron's work vis-à-vis other research and consulting partners. Pillay is concerned that the legislature will continue to cut the UW System budget until they see visible changes that signal a departure from business as usual.

Before meeting with President Cross, the Project Management Group will draft a brief report that:

- Expresses CIO Council support for collaboration and the wise use of resources
- Recounts what the CIO Council is already doing and can do in the future with respect to resource sharing and cost effectiveness
- Explains that IT is a tool that is designed to match the decisions and directions determined by processes within the UW System that are based upon programmatic decisions and the missions of the individual institutions.
- Explains that IT contains both strategic directions (that improve outcomes) and commodity services (that are ripe for cost reductions)
- Expresses dissatisfaction with the Huron process and the danger of jumping into the recommended business cases too quickly.

Sasi Pillay and Anne Milkovich recommend outlining:

- Enabling the mission
- Reducing the risks
- Operating with greater cost effectiveness
- Increasing constituent satisfaction

Pillay reminded the Council that President Cross and David Miller deserve credit for putting an end to the "9 over 12" payroll initiative and setting direction for the Student Information System at UW-Stevens Point.

John Krogman noted that the HR System (HRS) is preparing to do an upgrade that will provide an opportunity to review all of the embedded customizations. The support of President Cross and David Miller will be needed to simplify the system. Pillay reported that Miller has already broached this issue to the institutional HR Directors. Meanwhile, Pillay is looking at options for staying with the current version while continuing to be compliant with all of the regulatory updates.

Update from Huron Consulting Group

There is no update since the last Advisory Council meeting, which included the CIOs. Huron is meeting with President Cross and senior executives later this week and will provide an update next week.

ALMA Update

Valerie Malzacher, the director of the Chalmer Davee Library, reported that yesterday all of the UWS libraries went live with the Alma library services platform. There are 14 instances of the backend platform that replaces the print-centric Voyager library system that was implemented in 1999.

Alma is a cloud service provided by Ex Libris. The Search@UW interface that was implemented three years ago will continue to be the front end that patrons will see. As part of the implementation, a common “network zone” for bibliographic records will be shared system-wide to create a true union catalog for all UWS library holdings. The number of records system-wide was reduced by half as a result of removing duplicates.

This effort will also lead to uniform, system-wide policies for holdings, patron records, co-operative collection development, etc. No more than four copies of any book will be purchased within the UW System. Integrations include WISDM for invoicing and financial information; the bursar’s offices for fines and holds; and D2L for providing resources seamlessly to students. Alma provides business analytics and reporting tools that are more robust than Voyager, which should help in managing expensive electronic resources.

Authentication for both staff and users is through Shibboleth. The Alma project grew out of the longstanding philosophy of “One System, One Library.” Sue Traxler inquired whether this level of technology collaboration could also result in greater collaboration with regards to staffing. Malzacher noted that managing electronic resources takes a higher skill level than processing hardcopy materials, which could result in staff reassignments.

Discussion on the Steering Committee on Privacy and Security

Stephen Reed distributed a draft description for a new UW Data Privacy and Security Executive Committee that was developed in collaboration with Mohamed Elhindi and Ilya Yakovlev. The draft will be shared with the Technology and Information Security Council (TISC). John Krogman recommended including a faculty member and/or someone from Learn@UW who could speak to the use of student data. Sasi Pillay would like to see both added to the committee.

The Council discussed the tradeoffs in having representations from multiple groups serving on the committee versus reaching out to other committees when business warrants. Pokot suggested having representatives on the committee and charging them to communicate with their respective constituencies. Pillay noted that this model did not always work satisfactorily with respect to the Common Systems Review Group.

Jason Fishbain suggested that the governance group drive the business requirements that others involved in security and privacy are then charged to implement. The Board of Regents ultimately owns the security risks yet the institutions will take the brunt of the hit in the event of an incident. Ruth Ginzberg explained that cloud contracts are always between the Board of Regents and the vendor. In practice, risk usually gets pushed down to the department making the purchase because they are the ones who sign off on it.

The new committee will need to meet monthly to stay on task and remain integrated with TISC. Reed, Elhindi and Yakovlev will reach out to the other groups about the best way to maintain communication.

Anne Milkovich would like to have a standard set of terms and conditions surrounding student data that could be included with contracts. Ginzberg explained that she has received this request many times over the last five years and it is her opinion that each contract needs its own risk assessment as opposed to a set of boilerplate terms. Pillay and

Milkovich recommended starting with standard clauses and letting the vendors react either favorably or not.

Pillay announced that his new Chief Information Security Officer is creating a policy for cloud procurement that the UWS institutions will be able to adopt. Similar work is beginning on a BYOD policy template.

Elena Pokot noted the challenges of creating a policy for data release for UWS contracts. She recommended the Council create a guidance document. Bob Beck noted the advantages of having the UW System interact with vendors rather than individual institutions. Ginzberg explained that the UWS is not a big customer for many global companies who are therefore not willing to write a custom agreement for a \$100,000 contract. Smaller vendors that may be willing to negotiate contract terms may not have the financial wherewithal to make good on their commitments. Ginzberg recommended the involvement of both Legal and Procurement professionals in contract negotiations.

Information Technology Services at UW-River Falls

Stephen Reed explained that prior to his hiring in 2008, UW-River Falls had a very decentralized IT environment. A prior interim CIO helped set the stage for restructuring. In 2011, significant organizational changes were put in place to deal with infrastructure and resource deficits. Today, even though the FTE count is down by 25% from when Reed started, more work is getting done and IT is centralized and focused on service design and process management.

Every month, the IT division meets and re-checks its focus. Progress to date has included:

- Space Consolidation
- Single Centralized Service Center
- Divisional Meeting Structure
- IT Resource Management Plan that uses Team Dynamix to document all time invested to help the employees better use their time
- Creation of Team Leads

Visual View of the Organization

Professional Services (responsible for all of the other boxes below)	
○ Service management	
○ Project management	
○ Change and request management	
○ Help Desk, classrooms and all front line services	
Teaching and Learning Technologies	Enterprise Applications and Services
Enterprise Systems and Services (hardware and desktops)	Infrastructure and Security Services

Many staff have gone through ITIL training for service and project management, which includes:

- service strategy
- service design
- service transition
- service operation

The focus should not be on whether a server is fine, but whether a service is fine.

Status of SIS and a Proposal for a Path Forward

Sasi Pillay displayed the collective data on Student Information System (SIS) expenses within the UW System. The first question is whether it would make sense to simply re-host the SIS implementations. The second question is to look at moving to a vanilla SIS system. The third question is a possible cloud implementation.

The system-wide summary, which is missing a couple institutions, shows investments of approximately 35 FTE (not including developers, DBAs or functional leads) and \$6M. The minimum number of staff required per campus is 1.5

FTE, which implies at least 20 FTE collectively across the entire UW System.

Olga Turkina added up costs for maintenance, 20 FTEs, contracted labor, hardware and auxiliary software and came to a total of \$4.5M for all but two campuses.

An Oracle projection for re-hosting the hardware/software environments at DoIT yielded an estimate of \$5.2M (which includes 4 FTEs) for the first year and much lower costs in subsequent years that could yield almost \$2.5M in annual savings.

The Council members were not confident that they would be able to save 1.5 FTE at their institutions. The existing employees would probably remain on staff for patching, upgrades, security, customer interactions and serving as DBAs for other systems. Some UWS institutions are already outsourcing portions of their infrastructure and basic server administration at reasonable rates, e.g., FASTAR. Bob Beck pointed out that the costs for existing hardware are sunk, and thus are not savings. John Krogman recommended that those UWS institutions that are interested in external hosting contact DoIT directly rather than assuming a system-wide approach.

University Personnel Systems (UPS) Update

Al Crist recalled that the 2011-13 biennial budget directed the creation of two separate and distinct personnel systems for UW-Madison and the remaining UWS institutions respectively. The initial goal was to implement the new model on 7/1/2013. The effort was halted and the implementation date changed to 7/1/2015. Meanwhile, a code of ethics has been put in place for the entire workforce.

The goals of the University Personnel Systems are to simplify the university job/title structure and bring all of the employees under the purview of Board of Regents. Details are at: <https://www.wisconsin.edu/personnelsystems/>

The UPS and UW-Madison efforts will work closely on a future title and compensation structure analysis. There is also a new set of operating policies that will replace the existing Chapter 230 policies for classified staff. Future changes in operational policies can be approved by the UWS President and UWS chancellors without the involvement of OCER.

The CIO Council members asked various questions?

Q: Is it true that as of July 1, planning for layoffs won't require taking into account the employees' years of service?

A: Correct.

Q: Will exempt classified employees who convert to academic staff after July 1 still be exempt? A: By definition, all academic staff are exempt from the FLSA overtime rules.

Q: The entry level IT Professional job title is non-exempt. The employees move to exempt positions as they are promoted. Will this continue after July 1? A: There are provisions to not penalize current employees who are in this situation. They can stay within the University Staff as they progress without converting to the academic staff. The HR directors at the UWS institutions are aware of this. Crist will have to check on how this will play out with new hires.

Q: What tools will be available to adjust salaries after July 1? A: We won't know until the state budget is passed. The previous mechanisms such as DMCs will not exist.

Q: As employees are converted to non-exempt positions under UPS there is an option to give raises to those who have historically worked overtime. UW-Madison expects to have the ability to pay lump sums or offer compensatory time off for exempt staff on an exceptional basis for emergency-type situations. A: Some decisions will be left to the

UWS institutions for their existing staff. There is an opportunity to pay overtime on a straight time basis for those who don't convert to academic staff.

Q: When people switch to academic staff, can their salaries be adjusted? A: Adjusting salaries is not intended to be a feature of the conversion process unless equity adjustments (not market adjustments) are made at the same time.

The Council members noted that the HR Directors at the UWS institutions are not fully prepared to address these types of questions. The members are wondering which areas are covered by system-wide practices and which are flexible at the level of the UWS institutions.

CIO Council Governance

Mohamed Elhindi recalled that the CIO Council used to have a co-chair who was a campus CIO to assist the UWS CIO with vetting ideas, organizing Council business and mentoring new CIOs. The co-chair also served as a voice for the institutional CIOs in dealings with the Department of Administration and others. Sasi Pillay voiced support for the election of a co-Chair. Several members nominated Werner Gade who had previously agreed to serve if elected for a year. Consent was unanimous.

Council members also recommended the election of a chair-elect who would become the co-chair after a year and step in if both of the current co-chairs are unavailable. Chip Eckardt was nominated and seconded. Eckardt agreed to serve and was elected unanimously.

The co-chairs and the chair elect will review the historical council bylaws. David Stack will also distribute the bylaws to the Council. Anne Milkovich circulated a draft CIO Council charter that was developed by a few members.

David Kieper suggested soliciting future discussion topics at the end of each meeting so that CIOs, their staff, or invited guests could prepare in advance.

Potential standing themes for the CIO Council include:

- security
- infrastructure (understood broadly)
- application portfolios
- future technologies
- consortia for sharing
- planned acquisitions

Joe Kmiec suggested white boarding the top topics for consideration. Ilya Yakovlev suggested that certain topics be reserved for the in-person CIO Council meetings and others be handled through other meeting venues, email, etc. Sue Traxler would like the agendas to include both formal and informal information sharing.

Pokot noted that the CIO Council members are collectively responsible for the UWS Common Systems and individually responsible for the technologies at their respective institutions. Perhaps the meetings could have a timeslot for each focus and another for new technologies. Yakovlev recommended that the co chairs put out a call for topics two weeks before each meeting.

Stephen Reed explained that University of Minnesota system conducts two-day quarterly meetings that are supplemented by monthly videoconferences that have only a couple agenda items. Council members recommended that specific outcomes be specified for each agenda item.

Potential topics for the next CIO Council meeting include:

- A strategic look at CSRG

- IT security across the UW System

Update on Budget Cuts from Each Institution

Council members described a wide variety of institutional approaches in preparing for potential budget cuts. One institution is lowering tuition for out of state students while others are looking to raise it. Some institutions have provided specific planning targets for their departments while others are waiting for the final budget. About half of the institutions are offering early retirement incentive programs. The terms of the various early retirement programs differ as to how eligible staff apply for consideration and whether or not their requests must be accommodated. A few institutions may need to go down the route of layoffs after July 1. Some CIOs reported that their institutions were considering significant changes to academic programs.

Emergency Campus Websites

Ilya Yakovlev reported that about half of the UWS institutions use WiscNet's emergency website services. Since there are advantages to having emergency websites services provided by the main network vendor, it might make sense to transfer them to the UW SysNet. David Kieper explained that SysNet is doing backup Domain Name Services for all of the UWS institutions. He recommended establishing a common protocol by which the institutions could fail over to emergency websites, preferably hosted by a cloud provider to make them completely external to the UWS infrastructure. Ginzberg noted that there is an existing MHEC contract with CampusEIA for these types of services.

Stephen Reed will follow up with Mike Woolsey about the activities of the CWCW group, especially with regard to emergency websites. In some cases, web services have been moved outside of the IT departments.

Future Meeting Dates

June 18th – Morning videoconference

July 16th – In person meeting in Madison with President Cross

August 20th – Possible social event and meeting at UW-Green Bay

September 24th - TBD

October 22nd – TBD

November 19th – TBD

December 17th – TBD