

# Technology Services Board Subcommittee – Project Synopsis

May 13, 2021

University of Washington  
Finance Transformation

OCIO Assessment	QA Assessment
	

## Project overview

The University of Washington's (UW) core legacy financial system is 45 years old and no longer sufficiently supports the financial business needs of this premier global institution. Roughly 800 side-systems were built to compensate for missing functionality—creating inefficiencies and redundancies. Annual revenue and complexity have grown tenfold, a more diverse legal structure is in place, a higher percentage of the enterprise is dedicated to research and the clinical enterprise, and the UW has expanded from one to three campuses. The UW Finance Transformation (UWFT) program's multi-year mission is to redesign the University's finance-related policies and processes, with the help of new technology, Workday Financial Management. This transformation toward an Enterprise Resource Planning (ERP) system will enable a single financial system of record for all of the UW, reducing risk through predictable, real-time, and informed decisions. It is a necessary step in ensuring strong financial management and responsible stewardship of the University's finances.

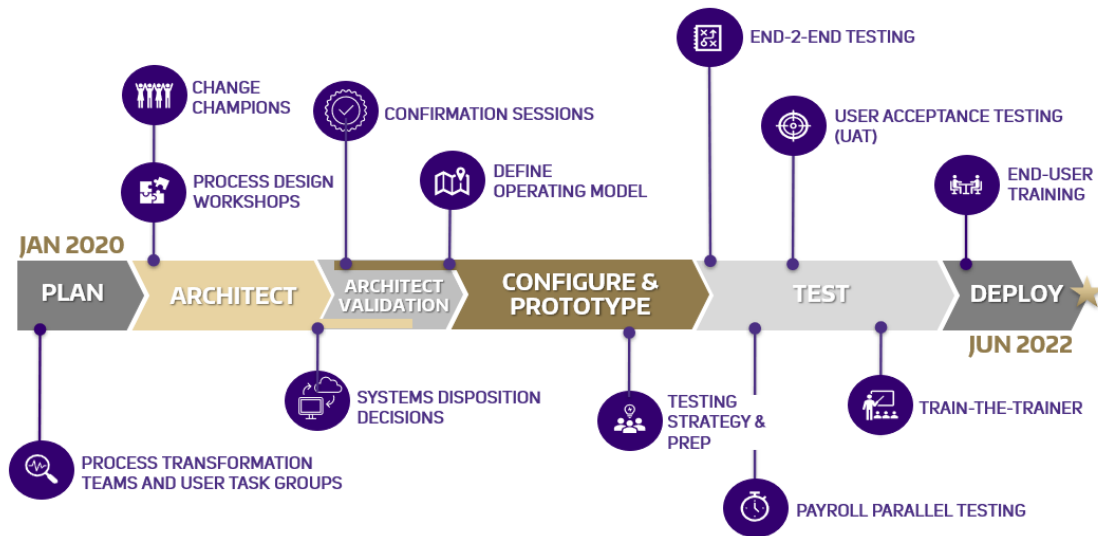
[For TSB subcommittee discussion](#)

We are seeking to inform the TSB on the current project status, our plans to move the project out of red, and to gain feedback on the outcomes of Architect Validation stage. We will also provide the TSB with a preview of potential scenarios for the remainder of the Implementation phase.

## Issue statement

The below timeline illustrates the various stages within the program Implementation phase. Following the successful completion of the Plan stage that established general program structure, workplans and approach, the Architect stage focused on business process design and was initially to be followed by a transition into Configure & Prototype. Throughout the design process of the Architect stage, the University learned a significant amount about the complexities of this transformation, particularly in the technology space. Given the complexity of the transformation that the UW seeks, the decision was made to introduce time to the schedule to evaluate the program's ability to successfully achieve the planned go-live date within the outlined scope, schedule, and budget initially submitted to the Board of Regents. This new stage, Architect Validation, was completed on April 22 and the project officially entered Configure & Prototype.

Outcomes of the Architect Validation stage included a reorganized project team structure and recommendations to Sponsors for revised schedule, scope, and budget. Sponsors plan to review official scope, schedule, and budget revision requests in summer 2021, followed by Board of Regents consideration in summer or fall 2021. Until then, Sponsors directed the project team to begin plans for an assumed timeline extension.



## Management strategy and readiness plan

The completion of the following management strategy and readiness plans were evaluated by the UWFT program sponsors at the April 2021 meeting:

- Updating Program scope: amending the Program Baseline, as reviewed by the UW Board of Regents in December 2019, to include:
  - Proposal related to financial data repository (FDR) architecture
  - Detailed out-of-scope items
- Updating Integrated Program schedule, inclusive of:
  - Broad UWFT scope beyond core Workday
  - Clearly documented critical path (draft)
  - Updated operating model schedule
- Updating Program Budget and Funding plan (draft)
  - Adjusted resource plan for all program elements
  - Financial plan resulting from any shifts in Scope / Timeline
- Updating Program processes and structure, including any proposed changes to:
  - Program Management Plan (PMP) related to PMO structure and operations, including decision-making process
  - Governance groups
  - Working teams
- Establishing criteria and clear accountability by which any ongoing shifts in the program will be determined

## Project budget and timeline

Budget (adopted in 2019; under review as part of Architect Validation stage)	\$ in millions
Readiness + Design Phases (completed 12/31/2019)	\$24,520,000
Implementation & Stabilization Phases	
UW Labor	\$122,388,000
Vendor Labor	\$ 45,000,000
State QA and Other Consulting	\$ 1,641,000
Training, Facilities & Overhead	\$ 8,980,000
Technology Costs	\$ 22,996,000
Contingency	\$ 43,721,000
Total Implementation & Stabilization	\$244,726,000
<b>Total Program Costs</b>	<b>\$269,247,000</b>

Key Project Milestones	Planned Date
Configuration Development	November 2020 – June 2021
Integration Testing	July 2021 – March 2022
User Acceptance	February 2022 – March 2022
Users Trained	May 2022 – July 2022
Initial Go-live Review (internal)	April 2022
Go-live Review with OCIO	May 2022
Go-live Decision	June 2022
<b>Go-live (Wave 1)</b>	July 2022
<b>Go-live (Wave 2) - Adaptive</b>	November 2022
Stabilization Window	July 2022 – April 2023

Key Events to Date	Date
Project Start Date	1/1/18
Readiness Phase	1/1/18 – 6/30/18
Design Phase	7/1/19 – 12/31/19
Implementation Phase Began	1/1/20
Plan Stage Successfully Completed	2/29/20
Architecture and Process Design Began	3/1/20
FDM Blueprint 1.0, 2.0, 3.0	5/15/19, 10/31/19, 9/1/20
Architect Validation Stage Began	10/1/20

Key Events to Date	Date
Workday Configuration Tenant 1 and 1.5 Built	10/9/20, 2/15/21
Initial System Gap Applications Identified	9/30/20
Final System Dispositioning Determined for Legacy Systems	10/15/20
HRP Solution Catalog (for remediation)	10/30/20
Initial Reporting Inventory	12/31/20
Initial Security Design Linked to Finance Processes	10/30/20
Refinement of Operating Model Strategy	11/30/20
Organizational Restructure Roll-out	February/March 2021
End User Training Strategy	3/5/21