

UNIVERSITY *of* WASHINGTON

Task Force Proposal for a New Institutional

BE BOUNDLESS



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Executive Summary

Background

The University of Washington (UW) is a complex organization, with multiple levels and reporting schemes. Although the UW has an “official” organizational structure outlined in APS 1.01, this structure is not codified using any technology platform that can be used as a guide when developing structures for various systems, such as administrative, research, space, etc. Over the years, and somewhat by default, the financial structure established and maintained in the legacy Financial Accounting System (FAS) was adopted to serve this purpose. Other enterprise systems, such as those used for space, students, research, advancement, etc. have adapted their architecture to adhere with the financial org structure in FAS. With the implementation of Workday Finance, FAS will cease to exist as will our current operational organizational structure used to align the enterprise.

An institutional organization structure (IOS), developed with best practice processes and governance, would provide the “spine” to which Workday and all other enterprise systems could align. This would assure interoperability in reporting and analytics across various technology platforms and data domains. A new institutional organization structure that remains agnostic to any system or non-core data domain would allow enterprise data domains to leverage or develop their own organizational structures (at varying levels of complexity), consistent with each domain’s unique needs, without sacrificing the ability to compare and consolidate data at the institutional level.

This report delivers a proposed structure for the institutional organization and makes three primary recommendations for future work that when completed would provide a sanctioned Institutional Organizational Structure (IOS), managed through the assistance of applied technology, that can easily be mapped to identified enterprise level data domain organizational structures throughout the UW.

Recommendations

Note: Although the task force has provided suggested target dates for the completion of our recommendations, it is important to note that the availability of a new IOS will affect the entire institution’s ability to migrate away from a dependence on the FIN ORG and should be escalated where possible. We make a general recommendation that data governance consider the institutional impacts that a timeline will have on the UW’s ability to plan, change, and alter key systems and cross-functional reporting requirements.

1. Identify an executive level body to review, complete, and formally sanction the proposed Institutional Organizational Structure (IOS) A partial prototype has been offered as an informed starting point – level 4 can be defined once the level 3 entities are confirmed.
 - a. Target work completion date: no later than April 1, 2021

2. As new data domain structures are established under the evolving data stewardship model, the resulting domain councils should be charged with identifying a single enterprise level organizational structure that represents that data domain for organizational and reporting purposes. It is not necessary for every data domain to have a structure, but those that do can only select one structure to represent the domain. Each identified structure will need to include a recommended strategy for remediating the structure to comply with the needs of the domain as well as a recommendation for mapping levels 3 and 4 of the IOS to the identified domain structure.
 - a. Target work completion date: no later than July 1, 2021

3. Establish a task force that involves OPB, UWIT, ISC, and key domain representatives to develop governance procedures for the new IOS and to develop requirements for a technical solution that will help maintain the system agnostic IOS and its eventual relationship to identified enterprise domain structures
 - a. Target work completion date: no later than January 1, 2022

Proposal for a New Institutional Organization Structure

The Approach of the Task Force

The UW needs an operational, institutional level organizational structure that is system agnostic, to which other systems and reporting structures can align to support enterprise business intelligence. To advise on the design, delivery, and management of this replacement structure, a task force was assembled by Provost Mark Richards through the UW Data Governance Steering Committee to complete the following tasks and make specific recommendations on how best to answer the charge of replacing our institutional organizational structure.

1. Review the current business processes for managing enterprise organization structure, including, but not limited to, policy approval processes, establishment of organization codes that coincide with the policy, implementation processes, communication, and potential downstream impacts
2. Identify what the future governance structure and administrative process should be for overseeing and as needed modifying the organizational structure, including communication to stakeholders
3. Identify options for making the UW overarching organizational structure, as defined within APS 01.01, technically agnostic and technically consumable by other business process and technologies.

To answer the charge the task force initially reviewed the governing model for the current FIN ORG universally adopted as the UW's organizational structure. FIN Org oversight and management has traditionally been facilitated out of the Office of Planning and Budgeting in alignment with their responsibility to maintain the academic structure and naming conventions for the academic enterprise. It is recommended that future management and oversight of a new IOS be provided by the Office of Planning and Budgeting so that continuity is brought to the governing process as the structures transition.

The structure in [APS 1.01](#) was reviewed by a working committee with the intent of determining its relevance in the establishment of a new system agnostic institutional structure. The small working group compared APS 1.01 to the current FIN ORG structure and found that much of the APS 1.01 structure resembled or referenced key entities currently found at the 3rd digit of the FIN ORG. Leveraging both structures, a harmonized list of entities emerged as a starting point for a new IOS.

Finally, the small working group analyzed portions of the proposed Institutional Org Structure against existing enterprise level organizational structures prominent in specific data domain reporting (i.e. Workday Supervisory Org, Workday Academic Structure, and the evolving Workday Cost Center Hierarchy). It was determined that the new IOS would need to map to existing enterprise level structures and that the governance of all of these structures would need to be facilitated in concert with each other using technology to assist in the collaborative process and the crosswalk between structures.

This analysis work resulted in a series of three structural proposals for an IOS varying in degrees of governance, crosswalk impacts, and cross-functional reporting capability. The task force membership elected to pursue the option that provided the greatest flexibility for cross functional reporting. A partial prototype of the proposed structure is presented below.

Scope

To guide the discussion, analysis, and eventual proposal for a new Institutional Organization Structure (IOS), the working team adopted the following objectives.

- Attempt to identify the simplest structure (e.g. easiest to govern) that meets the demands of enterprise cross functional reporting & the highest levels of organizational management across the University of Washington
- Leverage existing organizational structures to guide analysis (e.g. APS 1.01, FIN Org, Supervisory Org, Cost Center Hierarchy)
- IOS needs to connect uniformly to “enterprise” structures that exist for specific data domains with the understanding that existing structures may need to be altered to allow uniform connections
- Consider the role of technology in facilitating the governance process and maintaining relationships between the new Institutional Organization Structure and existing organizational structures

The proposed institutional Organization Structure (IOS) was intended to satisfy the following requirements:

- Easy to manage
- Easy to relate to existing organizational structures
- Key levels of the IOS logically map to existing levels of other org structures
- Does not exactly replicate other org structures
- Does not change every biennium
- Does not prevent the ability to track changes through time
- Allows roll up at the University level
- Allows roll up and reporting for medicine
- Allows roll up and reporting for academy
- Allows roll up and reporting at campus level
- Allows roll up and reporting at major entity level (Vice President, Vice Provost, Dean, Chancellor)
- Allows roll up and reporting at department level

Proposed Institutional Organization Structure (Partial Prototype)

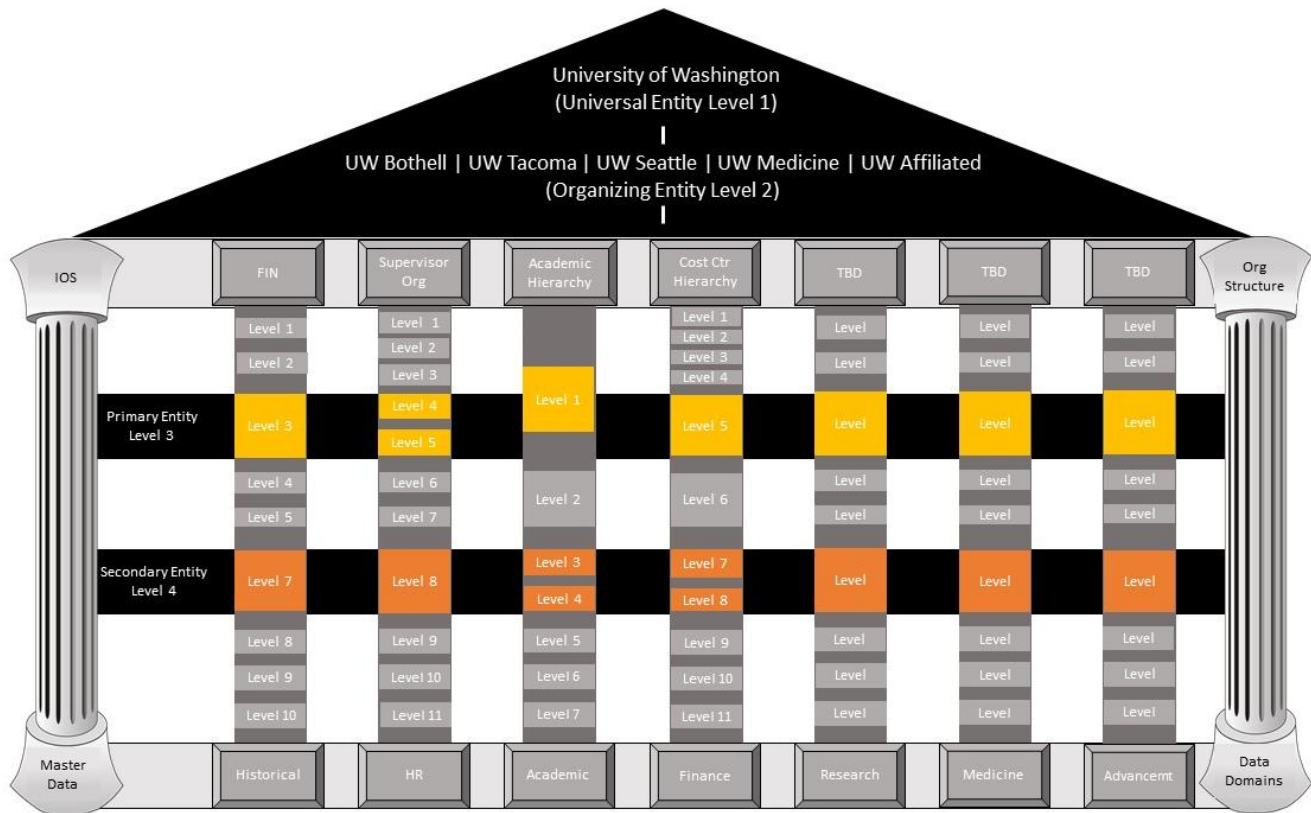
The IOS working group has provided a partial prototype of a recommended IOS based on the analysis between FIN ORG and APS 1.01. This partial prototype is meant to be a starting point for further development and official adoption of a new IOS. The current naming conventions are adopted largely from the FIN ORG and may require some alterations before finalizing the official structure and its content.

Level 1	University of Washington	University of Washington	University of Washington	University of Washington	University of Washington
Level 2	UW Seattle	UW Bothell	UW Tacoma	UW Medicine	UW Affiliated
Level 3	Executive Office	Bothell Administration	Budget Office - UWT	Medical Core Business	TBD
	AG's Office, UW Division	Br-B Central Budgets	T - Central Admin	Medical Centers	
	Facilities	Bothell-Business	Br-T Dean's Office		
	Finance	Bothell Educ	Academic Affairs-T		
	Human Resources	Bothell School of Stem	Tacoma Nonacad Progrms		
	Information Technology	Bothell Lib Stud	Student Affairs-T		
	External Affairs	Bothell-Nursing/Hs	Tacoma-Business		
	University Advancement	Bothell-Cusp	T-Institute of Tech		
	Student Life		Tacoma Educ		
	Office of Research		Tacoma-Enginrng		
	Innovation		Interdisciplinary A&S-T		
	Intercollegiate Athletics		Urban Studies -T		
	Academic Student Affairs		General Education-T		
	Academic Personnel		Nursing/Healthcare PRG		
	Global Affairs		Social Work/Crim Justice		
	Planning and Budgeting		Financial Accounting - T		
	Compliance and Risk		Advancement-T		
	Internal Audit		Auxiliaries-T		
	Minority Affairs and Diversity				
	University Libraries				
	Undergraduate Academic Affairs				
	Health Sciences Administration				
	UW Medical Centers				
	College of Built Environments				
	College of Arts and Sciences				
	UW Continuum College				
	Michael G. Foster School of Business				

	College of Education				
	College of the Environment				
	Graduate School				
	Information School				
	School of Law				
	Daniel J. Evans School of PP&G				
	School of Social Work				
	School of Dentistry				
	School of Medicine				
	School of Nursing				
	School of Pharmacy				
	School of Public Health				
Level 4	Depts - TBD	Depts - TBD	Depts - TBD	Depts - TBD	Depts - TBD

Mapping of the New IOS to Existing Data Domain Org Structures

To support cross-functional reporting, it is critical that the new IOS map to identified enterprise structures that represent key data domains. It is recommended that the IOS map at both level 3 and level 4 of the proposed structure. How these levels map to identified data domain structures will need to be independently evaluated. The identification and remediation of existing enterprise level structures to map to a new IOS is a key component to this proposal. A concept diagram is provided to illustrate how levels 3 and 4 of the proposed IOS can map at variable levels across other identified domain structures.



Advantages of the Proposed IOS

- Maintains academic department organizations Executive Order VI Section 3
- Able to reference a consistent hierarchy at this level of granularity is essential for a wide range of University business processes and cross subject area reporting
- Easy to map against current FIN ORG

Disadvantages of the Proposed IOS

- Managing a “department” level structure increases maintenance and governance responsibilities and will require deeper levels of research by the data domains when attempting to map to enterprise data domain structures
- Requires more remediation and mapping across existing structures
- Connections at department level will require greater controls over time and requires more research

IOS Maturity Model

The goal for for the University of Washington is to move the concept of an Institutional Organization Structure (IOS) from an "initial" status to a "defined" status on the Maturity Model, as outlined below:

1 Initial	2 Repeatable	3 Defined	4 Managed	5 Optimized
<p>Different, incongruent, and inconsistent organization structures exist within enterprise data domains.</p> <p>A central institutional org structure is not available or is not managed in harmony with other enterprise data org structures to allow effective cross-functional reporting</p>	<p>Organization structures within data domains are identified and mapped to a single representative structure for that domain.</p> <p>A central institutional org structure is available and properly managed / governed for the entire University but is not effectively mapped or managed in connection with identified enterprise data domain org structures</p>	<p>Organization structures within data domains are identified and mapped to a single representative structure for that domain and the single representative structure has been mapped to a central IOS.</p> <p>A central institutional org structure is available and properly managed / governed for the entire University. The structure has identified levels that can be mapped to identified enterprise data domain org structures through assisted technology</p> <p>The central institutional org structure has been successfully mapped to the new Workday Cost Center Hierarchy and the two structures are governed through a coordinated process that can scale to include new data domain org structures as they are defined</p>	<p>Organization structures within data domains are identified and mapped to a single representative structure for that domain and the single representative structure has been mapped to a central IOS using technology that makes the relationships between the organizational constructs easily manageable</p> <p>A central institutional org structure is available and properly managed / governed for the entire University while its connection to identified data domain structures are also governed and maintained through a central technology</p>	<p>Management of the IOS and related enterprise level data domain organization structures are governed through a single central office using a single technology that promotes change management workflow.</p>
↑		↑		

CURRENT		TARGET (AT UWFT GO-LIVE)		
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Recommendations

#1 - Official Review, Rework, and Adoption of a New Institutional Organizational Structure (IOS)

Problem Statement

The IOS task force has agreed on a proposed 4 level structure for a new IOS and has provided a partial prototype of the structure's entities based on a comparison of APS 1.01 and the BY2019 FIN ORG Structure available via the EDW ODS. To provide an effective replacement to the enterprise use of the FIN ORG as part of the University's financial transformation, the proposed structure must be reviewed, completed, and officially sanctioned as the official Institutional Organization Structure for the University of Washington.

Current Activities

- The Workday Cost Center Hierarchy (CCH) is being defined and developed as part of the Financial Data Model (FDM) development work in UWFT. UWFT would like to begin incorporating the new IOS in the Workday tenant alongside the CCH with the release of the next tenant in February. The proposed structure (levels only) of the IOS should be settled by January 15, 2021 to help model the relationship between the two structures. The CCH is expected to be 90% complete by May 2021 to meet requirements for a new tenant build in July 2021. The CCH must map to levels 3 and 4 of the proposed IOS once sanctioned. It is important that the sanctioned IOS and its formal crosswalk to FIN ORG and the new CCH be settled as part of the Workday tenant scheduled for July 1, 2021

Recommendations

- Identify an executive level body to review, complete, and formally sanction the proposed Institutional Organizational Structure (IOS)
 - Partial prototype offered as an informed starting point – departments can be defined once the level 3 entities are agreed to
 - To support UWFT implementation timelines, this work should be completed no later than April 1, 2021 to allow the proper mapping to FIN ORG and the new Cost Center Hierarchy. It would be ideal to have the IOS sanctioned by January 15, 2021 if possible. Given the amount of work needed across campus to convert from FIN ORG to IOS, the sooner the IOS is sanctioned, the better

#2 - Identification, Remediation, and Connection of Enterprise Level Data Domain Structures to the New IOS

To support cross-functional reporting, it is critical that the new IOS map to identified enterprise structures that represent key data domains. It is recommended that level 3 and level 4 of the proposed IOS be mapped to the identified enterprise org structure for each domain. How these levels map to identified data domain structures will need to be independently evaluated and managed.

Problem Statement

Once the IOS has been formally adopted, it must be mapped to existing or remediated enterprise level organization structures that represent our key data domain areas. At the time of the report, the following data domains and their suggested enterprise level organization structures are listed below. It is critical to note however that the list of data domains is evolving with the stewardship model and that the identification of potential enterprise organization structures is both critical and time sensitive

- *Historical - current FIN ORG*
- Finance – Cost Center Hierarchy in Workday
- HR - Supervisory Organization in Workday
- AHR / Academic - Academic Hierarchy in Workday
- Research – TBD

- Medical – TBD
- UW Advancement - TBD
- Services (Space, etc.) – TBD
- Others.... - TBD

Current Activities

- The list of data domains is currently being defined within the Data Stewardship Committees

Recommendations

- As new data domain structures are established under the evolving data stewardship model, the resulting domain councils should be charged with identifying a single enterprise level organizational structure that represents that data domain for organizational and reporting purposes. It is not necessary for every data domain to have a structure, but those that do can only select one structure to represent the domain. Each identified structure will need to include a recommended strategy for remediating the structure to comply with the needs of the domain as well as a recommendation for mapping levels 3 and 4 of the IOS to the identified domain structure
 - To support UWFT implementation timelines this work should be completed no later than July 1, 2021
 - Note - Priority should be placed on structures for Finance, HR, and Academics given their prominence in UWFT

#3 - Maintenance (Governance and Technology for the new IOS)

As mentioned, the task force proposes that the ongoing governance of the new IOS be established within the Office of Planning and Budgeting. The governance process for the management of the IOS needs to be defined, supported technically, and expanded to incorporate collaboration with the governance of related domain organization structures. The scale of this work will require supporting technology to maintain data and relationships between the data.

Technical Considerations

The technology selected should be the one that is best suited to a list management process and where data needs to be shared. Given the anticipated timeline to implement the Institutional Organizational Structure concepts, a technology build will likely have three phases:

- Minimum Viable Product (MVP)– a technical solution that meets minimum needs for management of IOS but relies on human oversight / technical skill to be leveraged effectively
- IOS Application – A “medium-term” solution that focuses on addressing the most glaring capability gaps and most challenging limitations of the MVP solution. It is purpose-built for supporting the IOS, and not intended for more than a maximum 3-year life expectancy
- Incorporation into UW's Core Data Management (CDM) Strategy & Technical Solution – The IOS is a perfect use case to help inform the overall UW Core Data Strategy, and the technical requirements for the administration and dissemination of the IOS data should help drive the evaluation of any CDM technology considered in support of the program / initiative

Evaluation considerations of a “Build vs. Buy” approach:

- Generally, applications that support similar requirements to what we need for the Institutional Organization Structure fall mostly within the Core Data Management sphere of applications, and as such are designed for enterprise-wide implementations and contain features and the commensurate pricing to match. One exception to this is Microsoft's “Master Data Services” solution. Analysis would need to be done to determine the best foundation upon which to build an application to support the IOS for short- and medium-terms

There are a growing number of similar initiatives that are focused on aspects of Core Data Management within the UW (e.g. defining common country codes for use across the institution; defining and managing a master list of research sponsors a.k.a. “Funding Entity”), and these are driving an awareness of the need for a holistic UW Core Data Management approach and solution. Rather than jumping ahead of this process, IOS will be best served by narrowly defining its own requirements and crafting something to meet them, then engaging in the enterprise solution as it is

delivered. Any technology leveraged or developed to support IOS can be utilized to inform the future requirements for an enterprise solution.

The complexity of managing both level 3 (more stable entities) and level 4 (less stable entities) within a single structure will create a need for a more robust application to support the management of the hierarchy. These extra application capabilities will focus on providing ways to visualize the larger structure and more robust administration tools to help avoid errors, duplicate entries, and other challenges that can arise when managing large, nested data structures.

Problem Statement

The new IOS requires an operationalized management process to maintain its integrity over time. This management process must grow to assure that identified enterprise domain org structures stay accurately mapped to the IOS. This will result in the need to coordinate governance workflows for the organization structures involved. Given the complexity of the task involved in managing the relationships between independently evolving structures, a technical solution will be required to support the effort. The governance process and the requirements for a supporting technical solution need to be defined and implemented.

Current Activities

- UW-ITF is assessing work streams related to UWFT and requirements for a new IOS management technology could impact that planning

Recommendations

- Establish a task force that involves OPB, UWIT, ISC, and key domain representatives to develop governance procedures for the new IOS and to develop requirements for a technical solution that will help maintain the system agnostic IOS and its eventual relationship to identified enterprise domain structures
 - To support UWFT implementation timelines this work should be completed no later than January 1, 2022
 - Note – this timeline is based only on the management of the IOS and its connection to the old FIN ORG and the new Cost Center Hierarchy (additional data domain structures can be mapped on an iterative basis in alignment with developing core data management practices)