



QUARTERLY BUSINESS OFFICERS MEETING

JUNE 2021



TODAY'S AGENDA

- I. Cyber Threat Briefing – Shari Lewison
- II. Cyber Liability Insurance Policy – Josey Bathke
- III. Future of Work@Iowa Update– Cheryl Reardon & Lois Geist
- IV. Person-to-Person Payment Policy and Introduction of Central E-Commerce for Campus – Sara Jedlicka
- V. Facilities Reinvestment & Capital Renewal – Andrea Morrow

Cybersecurity Threat Briefing

Quarterly Budget Officers – Summer 2021

June 17, 2021

Shari Lewison, Director, Information Security

Background: Threat Briefing

- What we will discuss today
 - CISA CERT Bulletin 10/28/2020
 - White House Memo 06/02/2021
- Peer Institution Case Study
 - University of Nebraska Medical Center
- University of Iowa Security Strategies
 - Initiatives
 - Investment

Bulletins and Memos

→ Bulletins and Memos: New Normal

- CISA CERT Bulletin 10/28/2020
- White House Memo 06/02/2021

→ Timeline and escalation in the past 6 months

→ FireEye and SolarWinds Cyberattacks

- The result of the initiative to tear down ransomware infrastructure
- The implications: escalating attacks
- **White House Memo

Peer Example: UNMC

→ Peer Institution Case Study

- University of Nebraska Medical Center Cybersecurity Event
- September 20, 2020
 - Complete Data Center shut down with 60 minutes
 - All applications and networks
 - All patient systems were offline for 4 weeks
 - 30% of systems were still offline at 8 weeks
 - Pre-incident budget \$500k-\$750k; next year's budget \$5M-\$6M
 - CapEx increase by 6x OpEx increased by 75%
 - Staffing increased by 120%
- October 28, 2020
 - Indicators of compromise released by CISA/FBI/HHS were the same as the IOCs from UNMC
- June 8, 2021
 - Federal Judge awarded a class action lawsuit settlement to 219,00 plaintiffs

Iowa Security Initiatives

→ What we have done recently

- 2019 BRB investment directed towards security
- Mandiant Retainer for Cybersecurity Incident
- ProCircular Retainer for Digital Forensics and Disaster Recovery
- Cyberliability Insurance

→ FY2022-FY2024 Four Key Areas to Manage Risk

- Disaster Recovery
- Enhanced Internal and External Security Protection
- Automation, Efficiency, and Customer Service
- Meeting Regulatory and Compliance Expectations

Ulowa Security Investments

→ Total Ongoing Project Costs: \$2.058 Million - \$3.148 Million

- Starting in FY22 - \$1,078K - 1,468K
- Starting in FY23 - \$730K – 1,280K
- Starting in FY24 - \$250K - 400K

→ Why the significant range?

- Some projects are well defined at this point but others are still in an early phase. Early phase projects have wider ranges as we have not yet done all of the work to determine the final technology solutions or costs of mitigation.

The White House Memo



memo-what-we-urge-you-to-do-to-protect-against-the-threat-of-ransomware (1).pdf

Ransomware Activity Targeting the Healthcare & Public Health



CISA CERT Ransomware Activity Targeting the Healthcare and Public Health 10282020.pdf

IOWA

Thank You

WMOI

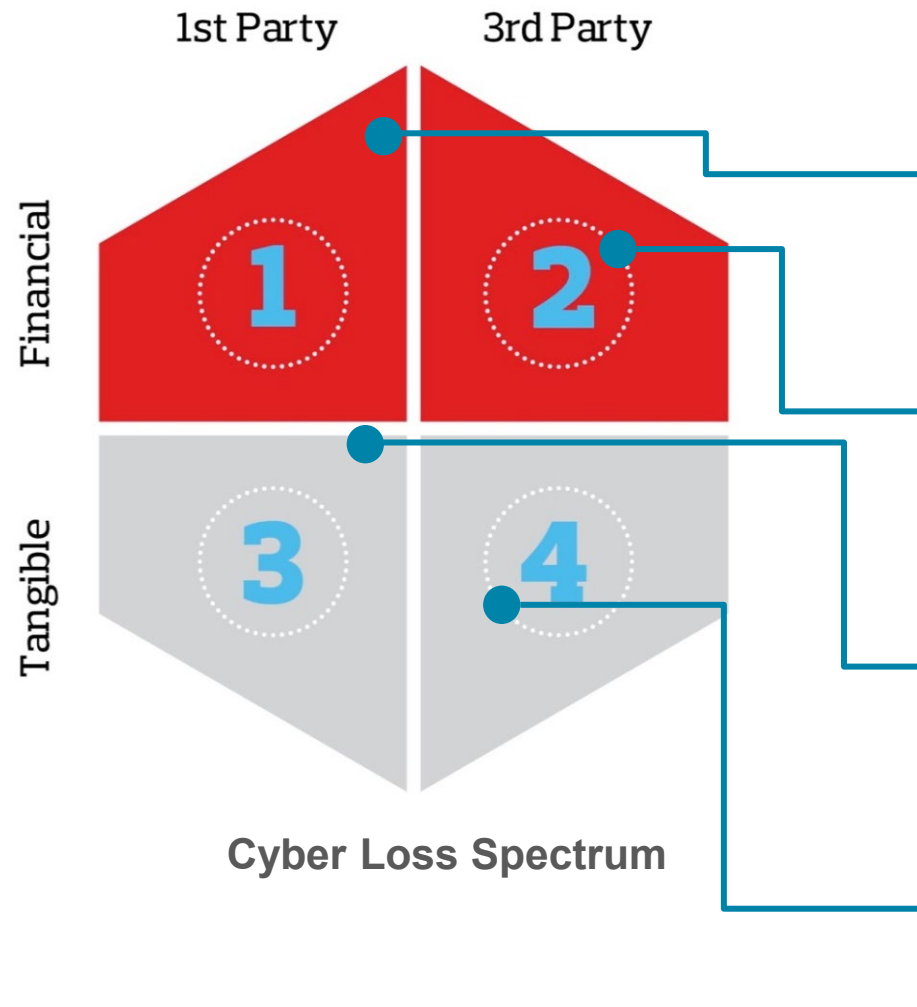


CYBER LIABILITY INSURANCE POLICY

JOSEY BATHKE, CHIEF RISK OFFICER, RISK MANAGEMENT, INSURANCE AND LOSS PREVENTION



CYBER RISK IMPACTS ALL LOSS QUADRANTS



Any major cyber event will result in

- Public relations, response, and continuity costs
- Immediate and extended revenue loss
- Restoration expenses
- Defense costs

Third parties will seek to recover

- Civil penalties and awards
- Consequential revenue loss
- Restoration expenses

Physical damage is possible

- Property damage
- Bodily injury

Physical damage may cascade to others

- 3rd party property damage
- 3rd party bodily injury

CYBER LIABILITY INSURANCE COVERAGE OVERVIEW

Operational Risk



- Network Business Interruption
- System Failure
- Dependent Business Interruption/System Failure
- Cyber Extortion
- Digital Asset Restoration

Privacy and Network Security Risk



- Privacy and Network Security Liability
- Privacy Regulatory Fines and Penalties
- Media Liability
- PCI Fines and Penalties
- Breach Event Expenses



FUTURE OF WORK@IOWA UPDATE

CHERYL REARDON, CHIEF HR OFFICER & ASSOCIATE VICE PRESIDENT

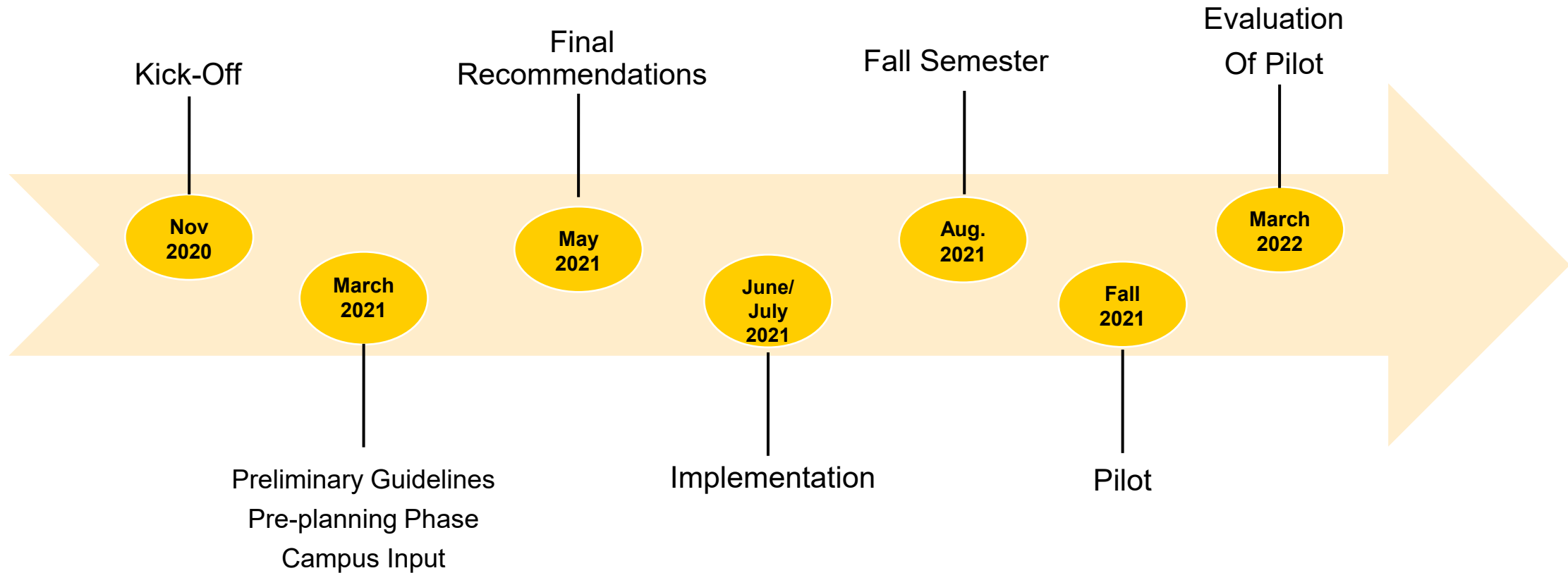
LOIS GEIST, ASSOCIATE PROVOST



FUTURE OF WORK@IOWA (FOW) INITIATIVE

Reimagining how and where University of Iowa employees work after COVID-19

Future of Work - Estimated Timeline



STRATEGIC, MISSION-DRIVEN ADOPTION

- Will help the university compete for talent and satisfy employee calls for more options.
- May yield space-management and cost-saving benefits by reducing demand for on-site space.
- Savings may be redirected to student-facing programs; competitiveness may attract more world-class teachers and researchers **and talented staff**.
- Flexibility may help some university employees stay in their Iowa hometowns

THEMES

- Many university jobs require on-campus work.
 - Teaching
 - Health care
 - Positions with in-person interaction
- Enable a successful return to in-person teaching starting in Fall 2021
 - Ensure excellent experience for students
 - Support for faculty and instructors
 - Research support
 - Retain virtual options where appropriate but expect mostly in person

THEMES

- Adopt Common Framework for:
 - Consistent, fair and transparent process
 - Consistent local-level decision making
 - Business rationale for remote/hybrid work
- Establish and update policies and practices for work arrangements
 - Operations manual – HR policies
 - Security/data
 - University managed IT equipment
- Develop resources and guidance for supervisors and leaders
 - Training and resources
 - Managing and evaluating performance
 - Guidance for virtual meetings

THEMES

- Process Improvement by formalizing work arrangements through workflow application
 - Out of state/out of country work
 - Work modality (all remote/hybrid/on-campus; flexible scheduling)
 - Identify appeals process
- Support Employees
 - Mental health, caregiving, family, well-being, existing health conditions, etc.
 - Reskilling and retooling

EMPLOYEES WORKING REMOTELY

- Will provide their own workspaces and large furnishings (e.g., desks) as needed.
- Must minimize distractions and keep environments conducive to quality work.
- Will be responsible for their own internet service and home network, ensuring bandwidth and coverage

- Use of university equipment rather than personal equipment is strongly preferred.
- The university will provide equipment only for primary work location.
- The university can provide IT equipment, some non-IT equipment (e.g., office chairs), and supplies for remote-work locations.

EVALUATION PHASE

MARCH 31, 2022

- Work Arrangements
 - Utilization
 - Demographics
 - By job type
 - By work arrangement type
- Remote/Hybrid Arrangements vs. On-Campus
 - Employee engagement/Wellbeing
 - Employee productivity
 - Supervisor perceptions
 - Customer perceptions (faculty, staff, students)

- Impact on Talent Issues
 - Turnover/retention
 - Recruitment
 - Diversity of talent



PERSON-TO-PERSON PAYMENT POLICY CENTRAL E-COMMERCE PROJECT

SARA JEDLICKA, TREASURY OPERATIONS





PERSON-TO-PERSON PAYMENT APPLICATIONS POLICY

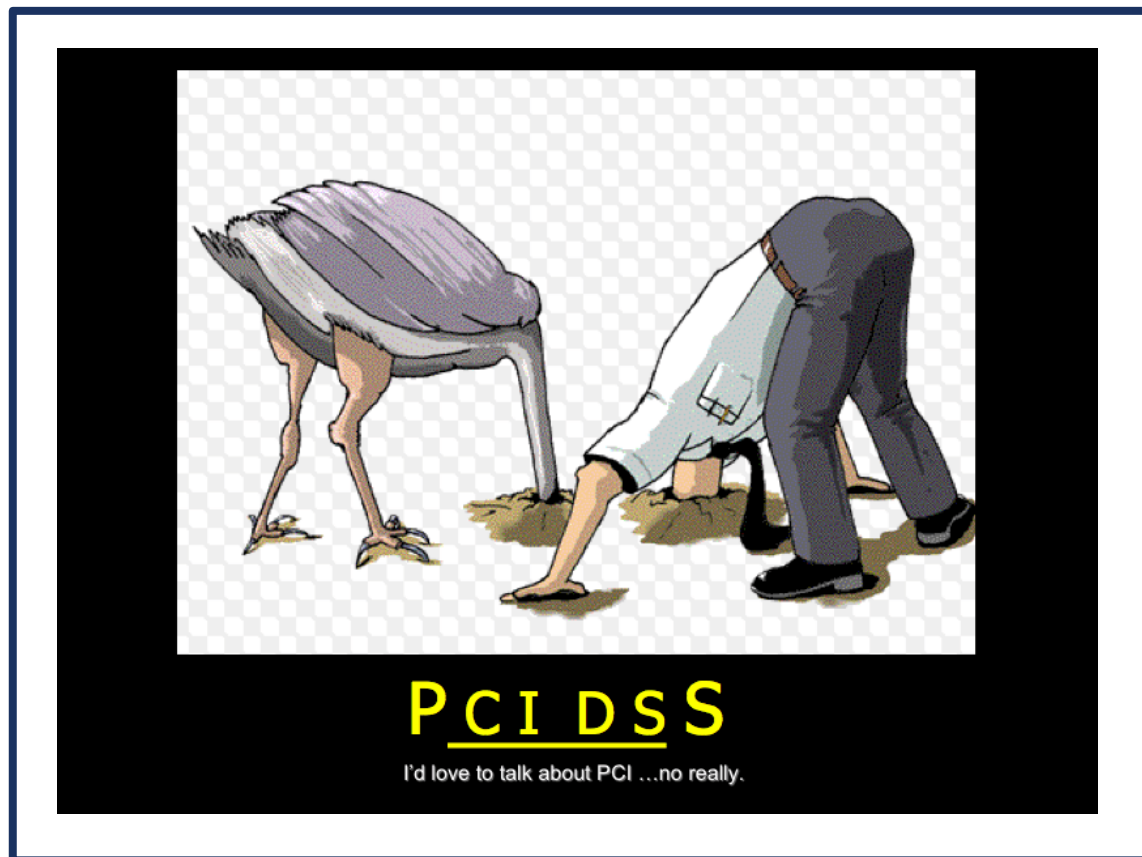
- The use of Person-to-Person payment applications (such as Venmo) is not approved. Individuals should not accept payment for University of Iowa goods and services to personal bank accounts or virtual payment accounts.
- <https://treasury.fo.uiowa.edu/electronic-receipts>



CENTRAL E-COMMERCE PROJECT: UIOWA ONLINE PAYMENTS

- What types of revenue activities?
 - Sales of goods
 - Registration for conferences or events
 - Payment for services

WHY OFFER A CENTRAL SOLUTION?



- **Risk management** – reduce the University's PCI Scope
- Provide a user-friendly solution for University departments

UI DEPARTMENTS IMPACT

Today

- Local IT resources to build & maintain website OR purchase 3rd party product
- UI Technology Review
- eDeposit
- PCI Compliance: SAQ & vulnerability scans
- Credit Card Processing Fees
- Gateway Processing Fees

UIOWA Online Payments

Department

- Customize template for departmental sales
- Review PCI checklist
- Fees: 3% of sales (comparable to current)

Treasury Services and ISPO

- Technology Review
- eDeposit
- PCI Compliance managed by Treasury Services and ISPO

PROJECT TIMELINE

- Cashnet eMarket selected vendor
- Implementation period April – July
 - Public Records – simple payments
 - Iowa Made – shopping cart
 - Student Life (student orgs) – dues and event registrations
- Fall 2021
 - Treasury Operations will contact eligible existing merchants
 - Go-live for new accounts
- Contact: treasury-creditcards@uiowa.edu

Facilities Reinvestment and Capital Renewal

[Andrea Morrow](#), Manager, Accounting & Financial Analysis

A large yellow triangle is positioned in the bottom right corner of the slide, pointing towards the top right.

Iowa Falls Short by \$31.0M to Target



Fluctuation of stewardship continues to vary year to year



GORDIAN®

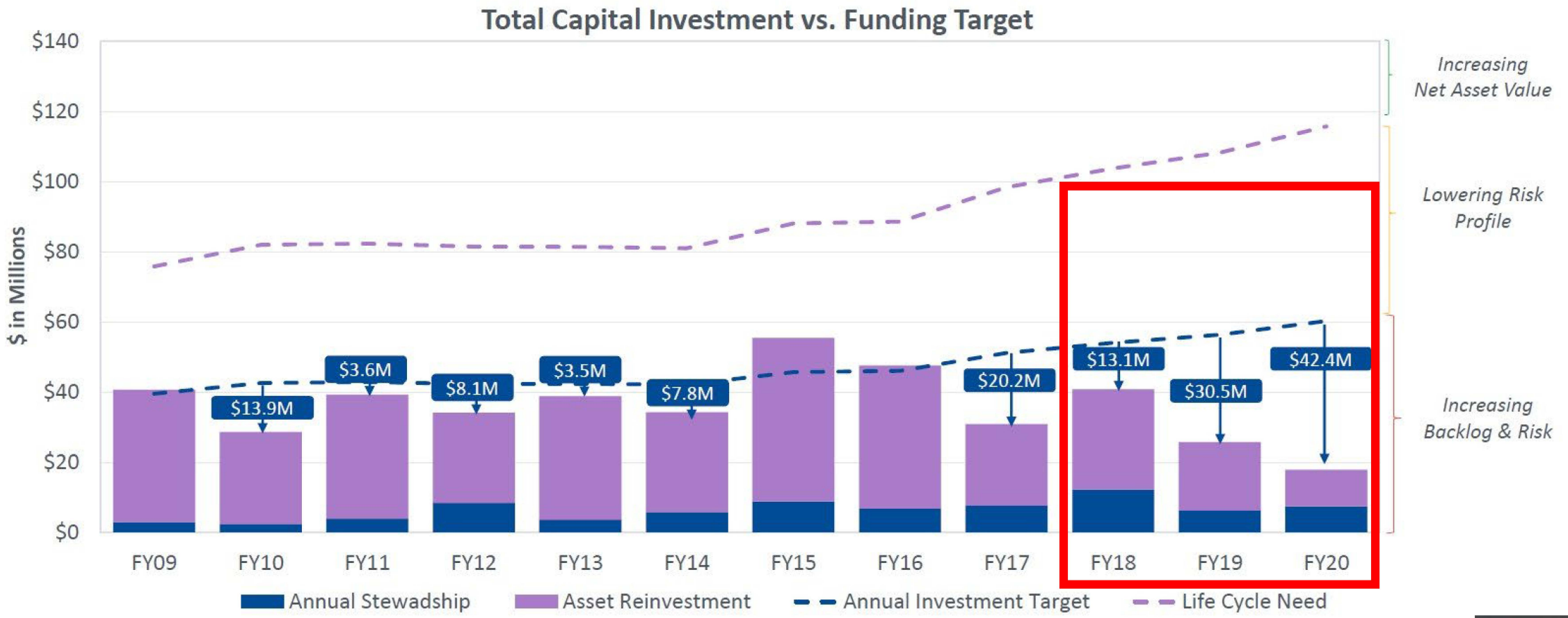
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You're Never Going to Have Enough Funding

- Need to Establish Additional Factors to Prioritize with ...
 - Institutional Priorities
 - Operational Costs
 - Student Impact
- Something Today is Better than the Perfect Measure Tomorrow
- Improve Data Over Time

Iowa Falls Short by \$42.4M to Target in FY20

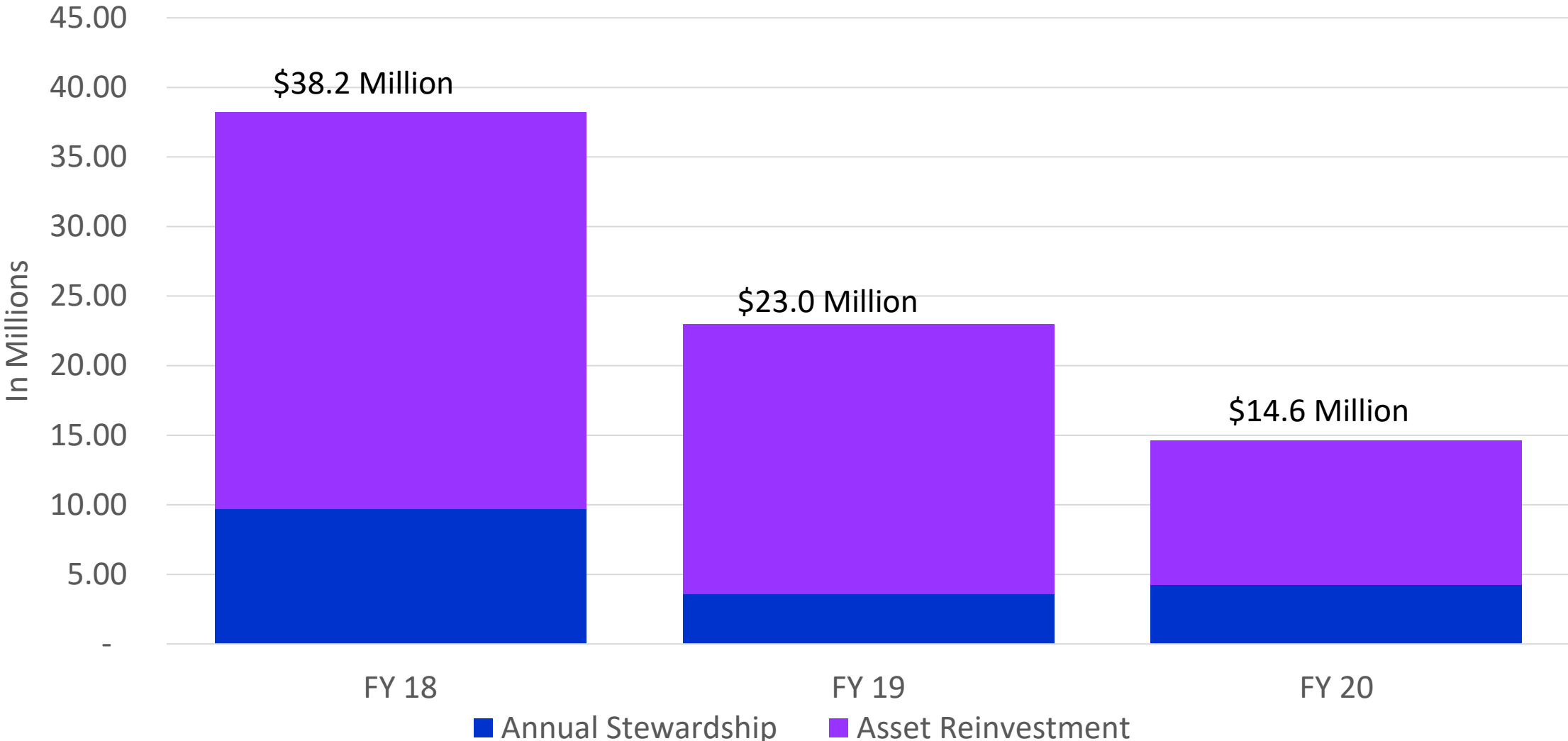
Years of missed targets increases the risk on campus



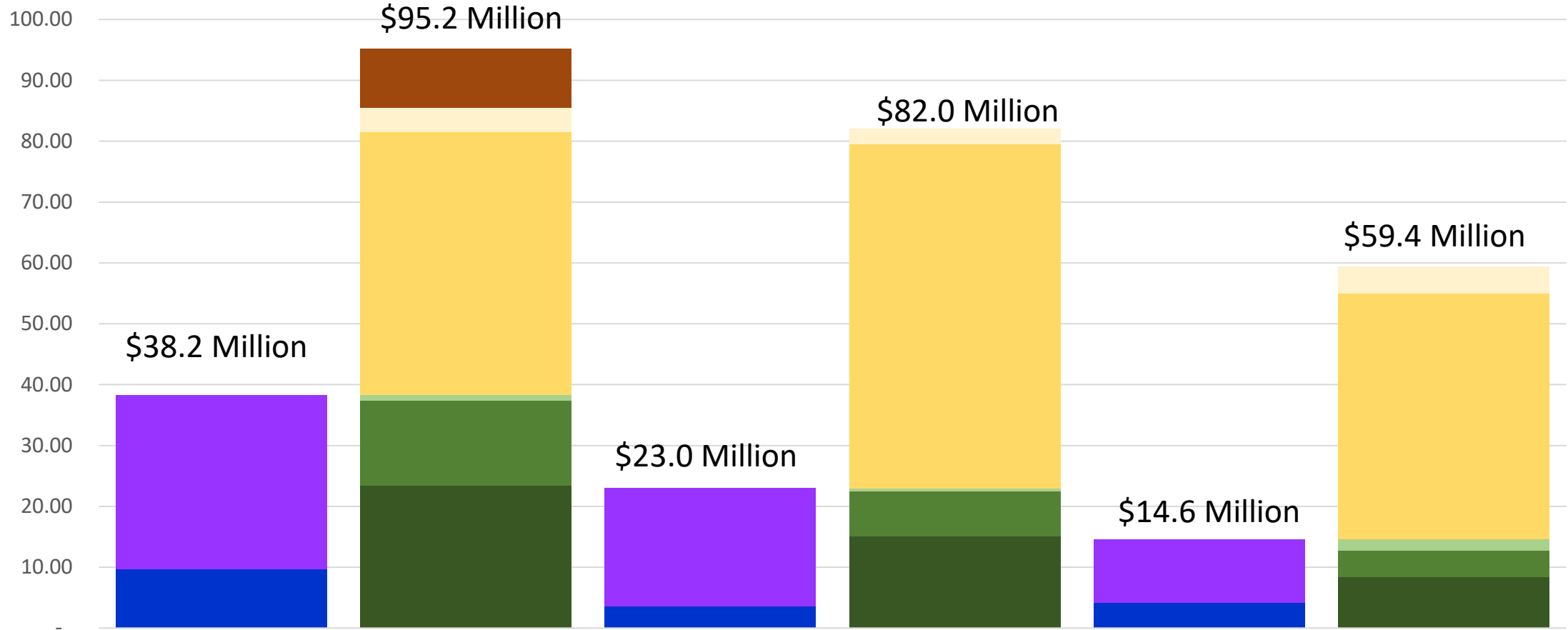


How are
capital dollars
being spent?

Capital Investment



Capital Investment – Including New Buildings



■ Annual Stewardship

■ Asset Reinvestment

■ Space Renewal

■ Building Systems/ Envelope

■ Safety/Code


■ New Space

■ Grounds/Non-Facilities

■ Utility Infrastructure



What were the
largest
spending
projects ?

A circular inset image showing a modern building with a dark, perforated facade and a glass entrance. People are walking on a grassy area in front of the building.

Stanley Museum of Art - New Facility \$13.5 Million



College of Pharmacy New Building \$89.3 Million



Engineering – South Annex Addition \$6.5 Million



Psychological and Brain Sciences New Building \$26.0 Million

FY 18-20 Top 10 Expenses:
New Spaces - \$135.4 Million



Eckstein Medical Research Building – Renovate Lab Floors 1-5 \$5.8 Million



University Capitol Centre – Remodel Space for Chief Diversity Office and UI Service Center \$3.3 Million



Advancement Services Building – Remodel for UICA \$5.0 Million

FY 18-20 Top 10 Expenses: Space Renewal - \$14.1 Million



Bowen Science Building –
Modernize Building Systems \$9.3
Million

Replace Riverside Drive/Grand
Avenue Steam Distribution System
\$8.7 Million

FY 18-20 Top 10 Expenses: Building Systems/Utilities - \$26.2 Million

College of Nursing Building –
Building Modifications \$8.2 Million



What are the
funding
sources?

Capital Funding

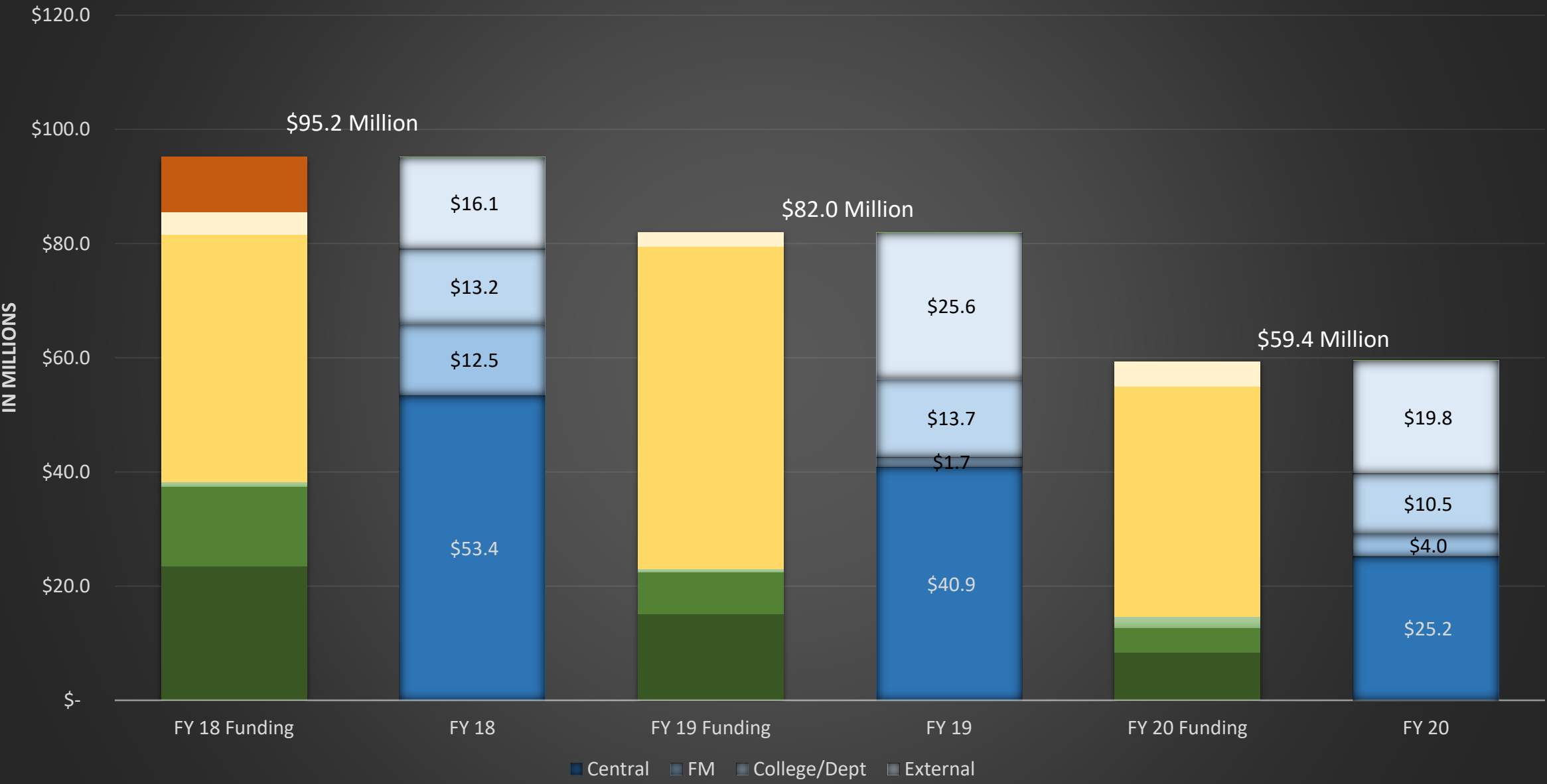
Total funding for the project was used to calculate funding for the next set of charts – skewing the timing of the funding

Funding is normally prioritized with external funding being utilized first, then internal sources

Internal funding is usually, but not always, at the end of the project

Central Funding available is stable year over year

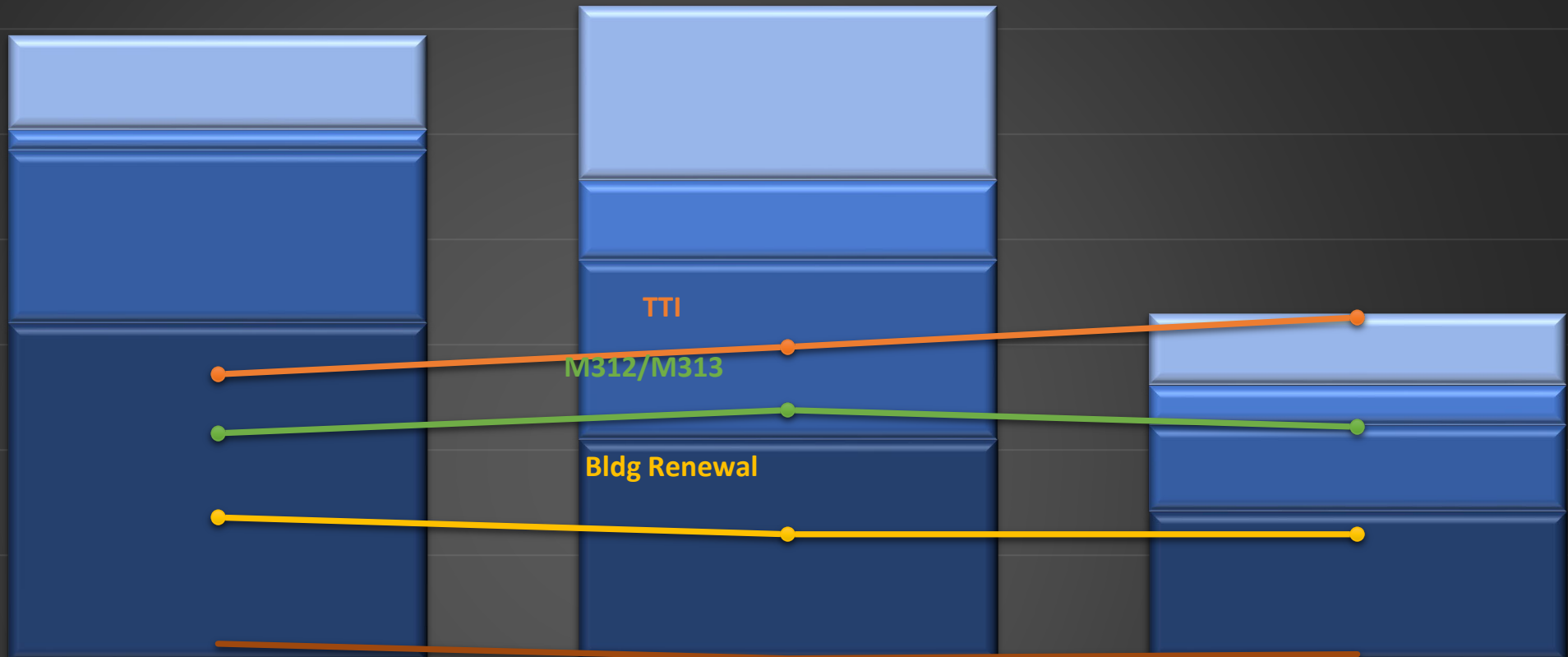
Capital Funding Sources



Detail of Central Funding

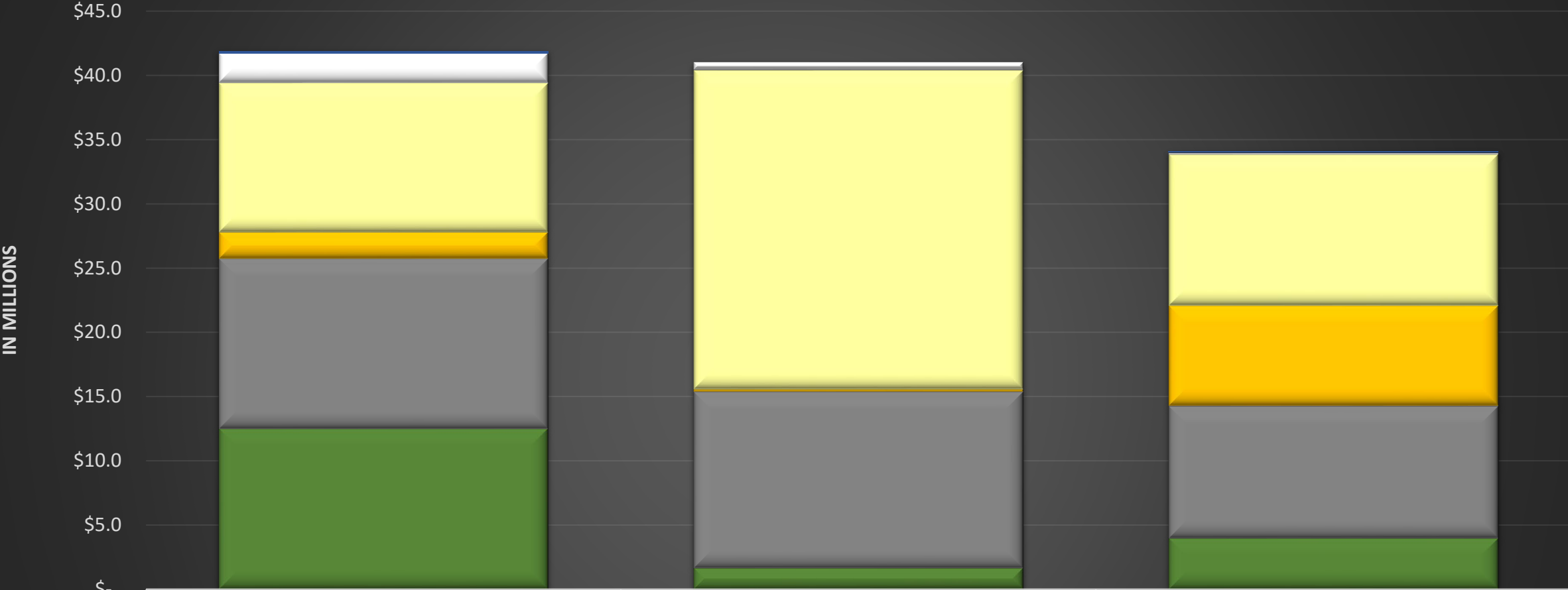
IN MILLIONS

\$35.0
\$30.0
\$25.0
\$20.0
\$15.0
\$10.0
\$5.0
\$-



	FY 18	FY 19	FY 20
FYE GEF	\$4.5	\$8.3	\$3.4
M312/M313	\$1.0	\$3.8	\$1.9
Bldg Renewal	\$8.2	\$8.5	\$4.1
TTI	\$16.0	\$10.5	\$7.1
TTI Funds	\$13.6	\$14.9	\$16.3
BR Funds	\$6.8	\$6.0	\$6.0
M312/313 Funds	\$10.8	\$11.9	\$11.1
Musser Davis	\$0.8	\$0.1	\$0.3

Detail of Non-Centralized Funding



	FY 18	FY 19	FY 20
Other	\$0.2	\$-	\$0.1
Insurance	\$2.3	\$0.6	\$0.1
State Approp	\$11.6	\$24.8	\$11.8
Bonds	\$2.1	\$0.2	\$7.8
College/Dept	\$13.2	\$13.7	\$10.3
FM	\$12.5	\$1.7	\$4.0

Questions?

