Meeting Minutes  
Technology Strategy Partners  
December 21, 2017  
9:00 A.M.  
Rich 242

Attendees
Sonia Alvarez-Robinson  Cas D’Angelo  Jim Fortner (remote)  
John Gilleland  Mark Hoeting  Chris Jones  
Jimmy Lummis  Dwayne Palmer (remote)  Rick Scott (for Paul Kohn)

Inform & Discuss Items
- Budget Planning (Hoeting)
  o Discussion on utilizing 3 workgroups to develop enterprise technology budget priorities for FY19.
  o Agreement on following workgroups:
    ▪ Digital Learning/Instructional Technology: EIC
    ▪ Research: Appointees from EVP-R
    ▪ Enterprise: Appointees from EVP-AF
  o Action item: Assign PM to facilitate budget development, in alignment with Institute budget planning cycle.
- Security & Compliance Update (Lummis)
  o Lummis: Discussion on Controlled Unclassified Information policy.
    ▪ Detail presented on NIST 800.171 and GDPR.
  o Discussion: change management important aspect of policy implementation.
- Unified Service Catalogue (Hoeting)
  o Discussion: Presentation on unified service catalogue for all technology services at the institute. Hoeting recommended an official project be initiated in Spring 2018 to develop a roadmap for implementing a service catalog that will include services provided by all campus IT groups. A campus wide working group to support and inform the initiative would also be needed.
  o Agreement on establishing workgroup, inclusive of campus IT units. PM to be assigned from OIT PMO to facilitate project, as well as Project Lead.
- Data Management Planning (Hoeting)
  o Discussion: Need for an Institute level master data management plan to support a comprehensive Institute digital plan, as well as fulfilling federal government requirements for PI’s to store/manage/disseminate research data.
  o General agreement on developing proposal for consideration at January meeting.
  o Action item: A recommendation will be developed for review/approval at the January meeting for the Data Governance Committee to lead an effort to develop a master data management plan.
- Workday Financials Update (Fortner)
  o Presentation: Fortner provided an update on the ongoing Workday Financials project. Slides are included on the TSP Team Site.
- Data Center Consolidation (Hoeting)
  o Discussion: CFO has requested a plan to consolidate all campus data centers into CODA.
  o A project is already underway to develop a roadmap for the Rich and BCDC data centers, suggest extending that work to include all campus data centers.
  o Once the roadmap is developed, an implementation project would need to be initiated.
  o Agreement: establish a campus-wide workgroup to inventory existing data centers.
    ▪ PM from IT will facilitate project.
    ▪ Project Lead to be identified and appointed.
    ▪ Target completion: March 30, 2018.

Inform & Decide Items
- Approval of October 26, 2017 Minutes (Palmer)
  o Minutes have not been distributed to the TSP for review. Those minutes will be posted, and electronic approval will be sought.
- Proposal to combine SISGov with Enterprise Applications (Hoeting)
  o Tabled from October 26 meeting
  o No action taken at this meeting due to key TSP members not being available for the meeting. Hoeting will schedule a meeting with Kohn to discuss this topic prior to the January TSP meeting.

Items brought up during the meeting (not included on the meeting agenda)
- Presentation to the USG earlier this week
  o USG CIO requested a presentation on Ga Tech’s Technology Roadmap
  o Greg Phillips, Neil Bright and Pam Buffington presented with Hoeting facilitating
  o Identified a need to work on better alignment between Ga Tech’s technology direction and the USG’s strategy.

Items requested to be included on a future TSP meeting agenda
- Lummis to provide an update on the Endpoint Management project
- Alvarez-Robinson requested development of a dashboard of significant current projects to include scope, duration, key dates, impacts, and interactions.
- Consider including a “USG activities” item as part of the monthly agenda.

Meeting adjourned at 10:45am
Agenda

- Budget Planning
- Security & Compliance Update
- Unified Service Catalogue
- Data Management Plan
- WorkDay Financials Update
- Data Center Consolidation
- Oct 26 Minutes Approval
- Proposal to Combine SISGov with EA Committee
2019 Budget Development

Teaching & Learning Portfolio
  Instructional Program Initiatives
    Provost
    EIC

Enterprise IT Portfolio
  Enterprise IT Initiatives
    EVP Administration/Finance
    Enterprise IT Leadership, A&F Leadership

Research Portfolio
  Research Program Initiatives
    EVP Research
    Research Planning Priorities Committee
Discussion: DRAFT Controlled Unclassified Information Policy

Jimmy Lummis
Chief Information Security Officer

Background:
NIST Special Publication 800-171 (NIST 800-171), is a Federal standard that standardizes security controls applied to Controlled Unclassified Information (CUI) and systems and processes involved with this data within federally funded environments. Georgia Tech is obligated to ensure that all systems and processes involved with CUI are compliant with NIST 800-171 to continue receiving Federal funds associated with the use of this data (either directly received from the government or indirectly through associated covered contracts and contractors).
Discussion: Formalizing the approach to an Institute service catalogue.

Mark Hoeting

Background:
Streamlining service delivery is IT strategic goal number 3. A unified service catalogue combines technology services from the Institute into a single, unified presence for the user, and is fully integrated into the service management system (ServiceNow), providing a single source of record for service management and delivery throughout the Institute.

A workgroup to determine scope and approach should be considered to formalize an Institute-wide effort to implement an Institute service catalogue.
Data Management Planning

Discussion: Formalizing the Institute approach to a master data management plan.

Mark Hoeting

Background:
A significant component of a digital plan for Georgia Tech is a comprehensive data management plan comprised Enterprise, Research, & Learning Data.

Two approaches to begin formation of the master data management plan:
1. Charge the Enterprise Data Governance committee with developing the plan.
2. Establish a separate working group to lead in plan development.
   (both options are assuming use of 3\textsuperscript{rd} party firm)
Discussion: WorkDay Financials Plan Phase update.

Jim Fortner

Background: The WorkDay Financials project is currently in the Planning phase. Concurrent priorities are being evaluated against the project timeline, including OneUSG/HCM, CODA, and other Institute priorities.
Data Center Consolidation

Discussion: CFO has requested a data center consolidation plan to include consolidation of all campus data centers into CODA.

Mark Hoeting

Background:
Current Data Center transformation planning underway for Rich data center.
Expansion of the model to include inventory and transition of all campus data centers.
Recommendation: Formation of an Institute-wide workgroup to develop the assessment and plan.
Minutes Approval

Discussion: Approval of October 26, 2017 minutes.

Mark Hoeting

Background:
Minutes for the October 17 meeting posted to Teams.
Proposed Modification 4: SISGov added as subcommittee of Enterprise Applications Committee

Proposal: Existing SISGov committee will be added as a subcommittee of the Enterprise Applications Committee

Background:
SISGov currently resides outside of IT Governance, even though it effectively operates as an IT governance body. Many of the same individuals in SISgov are also on the Enterprise Applications Committee. The sub-committee structure minimizes duplicated effort.
Information Technology

Technology Strategy
Partners

December 22, 2017
The Enterprise Transformation

Our Goal

Serve the Institute better by reducing our administrative burden and increasing our ability to advance our mission

Progress & Service

Our Objective

Develop a campus-wide partnership with an ongoing dialogue
The Enterprise Transformation Agenda

- Plan Phase Outcomes, Status & Critical Path
- Organizational Structure
- Resource Planning Discussion
- Competing Priorities Discussion
- Implementation Phase
- Let’s Stay Connected
Financials Transformation
Plan Phase Outcomes

- A vision that sets stakeholder expectations and articulates the transformation benefits
- A unified, mobilized, cross-functional and inter-disciplinary team
- A Foundation Data Model (FDM) that promotes progressive financial practices and strategic agility
- An Implementation Roadmap that specifies the functional and technical solution and identifies new opportunities enabled by the Workday platform
- An Organizational Readiness Plan, which includes engagement, communication, and learning, to prepare the Institute for its transformation
- A Governance and Project Management Framework to manage scope, resources, and costs effectively

Please refer to the Plan Phase Status Report.
### Financials Transformation
#### Cross-Track Integration & Collaboration

<table>
<thead>
<tr>
<th>Understand Current State &amp; Align Transformation Vision</th>
<th>Develop High-Level Design</th>
<th>Confirm Scope &amp; Approach</th>
<th>Plan Implementation</th>
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<tr>
<td>Enablenet-----------------------------------------------</td>
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<td>Current HCM Org Hierarchies</td>
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<td>Current Integration Inventory</td>
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<td>Current Report Inventory</td>
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<td>Process-----------------------------------------------</td>
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<tr>
<td>Visioning Sessions</td>
<td>FDM Workbook</td>
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<td>Rose/Bud/Thorns</td>
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<td>Financials Transformation Vision</td>
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<td>Org Readiness------------------------------------------</td>
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<td>Stakeholder Analysis</td>
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<td>PM-----------------------------------------------------</td>
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- **Visioning Sessions**:
  - FDM Workbook
  - Data Gathering Workbooks
  - Tenant Build

- **Conversion Strategy**
  - Conversion Inventory

- **System Disposition Chart, Integration Approach & Inventory**

- **Reporting Strategy**

- **Discovery**

- **Pain Point Classification Gap/Impact Summary**

- **Impact Analysis**

- **DR Strategy**

- **Engagement Strategy & Communication Plan**

- **Learning Approach**

- **Scope Validation**

- **Implementation Estimate**
  - Project Plan
  - Resource Plan

- **Update Pain Point Classifications**
- **Inventory Product Gaps, Org Impacts, and Workday Opportunities**
## Financials Transformation Plan Phase Critical Path

### DECEMBER
- Validate Scope & Build Tenant
  - System Disposition Chart
  - Process / Configuration
  - Integrations
  - Conversions / Data Cleanup
  - Reporting
  - Organizational Readiness

- Scope Validation Document Foundation Tenant

### JANUARY
- Finalize Strategies and Refine Estimate & Resource Plan
  - Strategies (Integration, Conversion, Reporting, and Organizational Readiness)
  - Implementation Scope & Effort (Process, Enablement, and Organizational Readiness)
  - Resource Plan

### FEBRUARY
- Develop Implementation Plan & Prepare for Architect Phase
  - Work Plan
  - Timeline
  - SOW
  - Architect Session Schedule
  - Implementation Kick-Off Presentation
Financials Transformation
Organizational Structure
Financials Transformation
Oversight: Roles & Responsibilities

Executive Leadership Team
- Champion, prioritize, and align the financials transformation to Georgia Tech’s strategic plan
- Approve the scope, transformation partners, and budget; resolve escalated issues

Governance Committee
- Promote and advocate the financials transformation within the academic and research communities
- Review decisions and assess their impacts to the academic and research communities

Management Team
- Relentlessly pursue institutional effectiveness by ensuring the financials transformation delivers an entrepreneurial financial model that optimizes the system investment, utilizes best practices, and empowers decision makers while adhering to the guiding principles
- Provide management oversight for the financials transformation (scope, plan, quality, resources, and budget), resolve issues, and manage risks

Steering Committee
- Champion the financials transformation by collaborating and communicating with operational units
- Mobilize and engage resources to promote adoption across the Institute

Project Directors
- Lead the financials transformation and manage the day-to-day activities
- Deliver the financials transformation on time, to plan, and within budget
Financials Transformation
Track & Area Structure

Track Lead

Area Owner
- On average, 5-10 hour per week
- Help drive and make recommendations and decisions for area

Area Lead

Analyst
- On average, 50% of their time is dedicated
- Co-located with ERP as needed at 755 Marietta
- Perform tasks such as documenting gaps, logging issues, developing processes, workflows, reports, test cases, etc.

Advisors
- On average, 5 hour per week
- Attend meetings in person
- Provide input and expertise to decisions and processes

Participants
- On average, 1-2 hours per week
- Attend meetings in person
- Provide input and feedback

The Area Leads are working with their Area Owners to identify analysts, advisors, and participants.
The Enterprise Transformation
Resource Planning Discussion

➡ What are our competing priorities for the next 2 years?
➡ How will competing priorities impact the Financials Transformation?
➡ How can we manage our resources to maximize our outcomes?
➡ What new skill sets will our resources require for us to succeed?
➡ How do we continue the dialogue?
# The Enterprise Transformation Competing Priorities Discussion

<table>
<thead>
<tr>
<th>Activity</th>
<th>Timeframe &amp; Frequency</th>
<th>Area</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comprehensive Administrative Review (USG)</td>
<td>January 2018 – ???</td>
<td></td>
<td>Compliance?</td>
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<tr>
<td>HCM + Payroll (OneUSG Connect)</td>
<td>January 2020</td>
<td>ERP, EDM, OHR, OIT</td>
<td>System Migration</td>
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<tr>
<td>Learning Management System (LMS)</td>
<td>???</td>
<td></td>
<td>System Implementation</td>
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<tr>
<td>CODA Move</td>
<td>2019 ?</td>
<td>OIT</td>
<td>People &amp; Systems Migration</td>
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<tr>
<td>Rich Data Center Migration</td>
<td>2019 ?</td>
<td>OIT</td>
<td>Data Center Migration</td>
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<tr>
<td>Etc.</td>
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### The Enterprise Transformation
#### Competing Priorities Discussion

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<tbody>
<tr>
<td>BuzzMart Releases</td>
<td>Mar-Apr (4 weeks)</td>
<td>Procurement Business Services</td>
<td>Operational</td>
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<td></td>
<td>July (4 weeks)</td>
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<td></td>
<td>Oct-Nov (4 weeks)</td>
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<tr>
<td>Audit Reporting</td>
<td>January (1 week)</td>
<td>Business Services</td>
<td>Operational (Regulatory)</td>
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<td>July (1 week)</td>
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<td>September (1 week)</td>
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<td>August (1 week)</td>
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<td>December (1 week)</td>
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<tr>
<td>Year-End Close</td>
<td>May-Jul (6 weeks)</td>
<td>Procurement Business Services</td>
<td>Operational (Regulatory?)</td>
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<tr>
<td>Transparency in Government Act (TIGA)</td>
<td>Jul-Aug (X weeks?)</td>
<td>Business Services</td>
<td>Operational (Regulatory)</td>
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<td>Etc.</td>
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# The Enterprise Transformation

## Competing Priorities Discussion

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<tbody>
<tr>
<td>Year-End Banner Close</td>
<td>Jun-Jul (5 weeks)</td>
<td>Bursar’s Office</td>
<td>Operational (Regulatory?)</td>
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<tr>
<td>Banner/Touchnet Upgrades</td>
<td>2-4 times/year</td>
<td>Bursar’s Office</td>
<td>Operational</td>
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<tr>
<td>Banner 9 Upgrade (Mandated)</td>
<td>By December 2018</td>
<td>Bursar’s Office</td>
<td>Operational</td>
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<tr>
<td>Annual Audits (State, GSFC, etc.)</td>
<td></td>
<td>Bursar’s Office</td>
<td>Operational (Regulatory?)</td>
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<tr>
<td>Institutional &amp; Perkins Loan Conversion</td>
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<td>Bursar’s Office</td>
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<td>Etc.</td>
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The Enterprise Transformation
Workday Methodology

Implementation Phase

Plan
- Visioning
- Foundation Data Model & Tenant
- Functional Solution
- Business Process Transformation
- Technical Solution
- Organizational Readiness
- Implementation Plan

Architect
- Functional Design
- Solution/Gap Analysis
- Technical Design
- Conversion Approach
- Test Planning
- Configuration Tenant

Configure & Prototype
- Iterative Prototyping (End-to-End)
- Configuration, Integration, and Reporting Development & Unit Testing
- Conversion Testing
- Test Preparation
- Customer Confirmation Sessions

Test
- End-to-End Testing
- User Acceptance Testing
- Deployment Preparation
- Training Development

Deploy
- Training and Rollout
- Gold Tenant
- Production Configuration and Data Conversion
- Transaction Catch Up

Support
- Functional Support
- Integration Support
- Project Close
The Enterprise Transformation
Let’s Stay Connected

• Questions?
• Feedback: erp.ask@gatech.edu
• Be a Transformation Ambassador
  – Spread the word
  – Stay energized
  – Build excitement
  – Invest your best
The Enterprise Transformation
Creating The Next

Transformation Vision

Transform | By designing data, processes, and systems for the digital age
Build   | By CREATING THE NEXT platform for service delivery
Unify   | By connecting our user community experience
Empower | By optimizing decisions with intuitive analytics
The Enterprise Transformation

**WHY we are transforming to...**
- Enable the Institute’s strategic plan and core academic, research, and service missions
- Support students, faculty, and staff through consistent, reliable, high-quality experiences
- Optimize decision making with consolidated, accessible, trusted data and intuitive analytics
- Prepare the Institute for the digital age

**HOW we are transforming by...**
- Adopting streamlined, simplified, industry-leading business practices
- Fostering an environment of collaboration and transparency
- Engaging the Georgia Tech community through communication and outreach
- Being forward thinking and adapting to the iterative nature of implementing new technology
- Developing the workforce of the future

**WHAT we are transforming...**
- Our business processes, policies, and service delivery models
- Our core financial systems with Workday
- Our data warehouse and analytic reporting capabilities
- Our related applications and systems
The Enterprise Transformation
Our Guiding Principles

- Think Enterprise
- Streamline & Standardize Processes
- Minimize Technical Complexities
- Practice Effective Governance
- Communicate, Collaborate & Share