

Logistics

Date: 8/24/17

Time: 3:30-5:00

Location: Rich 242

Participants

✓ Chris Jones	✓ John Gilleland	✓ Paul Kohn
✓ Christopher Craig	✓ John Wilson	✓ Paul Strouts
✓ David Leonard	✓ Justin Filoseta	✓ Raj Vuchatu
× Dwayne Palmer	× Katie Crawford	× Rich DeMillo
✓ Eric Buckhalt	✓ Mark Hoeting	✓ Sonia Alvarez-Robinson
× Greg Phillips	× Matt Lisle	
✓ Jim Fortner	× Nelson Baker	
	✓ Pam Buffington	

Meeting Purpose

Regular monthly meeting of the Technology Governance Steering Committee (TGSC)

Meeting Agenda

- VLab presentation (Ed Nelson, Adam Smith, Mike Anderson)
 - o Slides attached
- Functional Committee Charter approvals
 - o Charters for all five functional committees were approved by voice vote
- Improving Technology Governance effectiveness discussion
 - o Began a discussion regarding when to undertake an assessment of effectiveness of the governance process as currently constituted including determining changes to improve effectiveness. No timeline was established and discussions will continue.
- Technology rate structure presentation
 - o Slides attached
- Technology risk management strategy
 - o Slides attached
- Review Action Items from previous meeting
 - o Action items table updated and attached

Open Action items from previous meeting

Action Item	Person Responsible & Due Date	Status
Request Greg Phillips update TGSC on ERP at a future TGSC mtg	Mark Hoeting / John Gilleland	Deferred pending availability of Greg to present
Update and upload committee charters to SharePoint site and notify TGSC when all are ready for final review/approval.	John Gilleland by 8/4/17	Closed
Review and provide feedback on committee charters.	TGSC Members by 8/10/17	Closed
Recommend additional data fields for the prioritization matrix to John G. that will help us understand the current and planned Tier 2 and 3 projects.	Functional comm co-Chairs 9/8/17	One functional committee co-chair provided feedback, item remains open.
Update matrix with the suggested data fields.	John Gilleland 9/11/17	Remains open pending additional feedback from functional committee co-chairs
Complete process flow documentation – showing how the technology governance process flows, to include intake, functional committee actions, and how funding/budgeting integrates.	John Gilleland 9/15/17	Pending completion of SharePoint workflow
Populate the updated prioritization matrix with known information about current and planned technology initiatives at the Tier 2 & 3 level.	Functional comm co-Chairs 9/22/17	Remains open pending additional feedback from functional committee co-chairs

New Action Items added during this meeting

Action Items	Person Responsible/Date	Status
Invite Mia Reini (Dir- Enterprise Risk Mgmt) to a future TGSC mtg to present the Institutional Risk process	Mark Hoeting	
Re-send prioritization matrix to gather functional committee co-chair input on any additional fields to be included	John Gilleland 9/5/17	
Schedule table-top exercise to take a sample project through process, including work flow	John Gilleland 9/8/17	
Provide a concrete definition of what an “in-flight” project is	John Gilleland 9/11/17	Will be included with the prioritization matrix that will be re-sent to functional committee co-Chairs

GEORGIA TECH VLAB

AUGUST 24TH, 2017

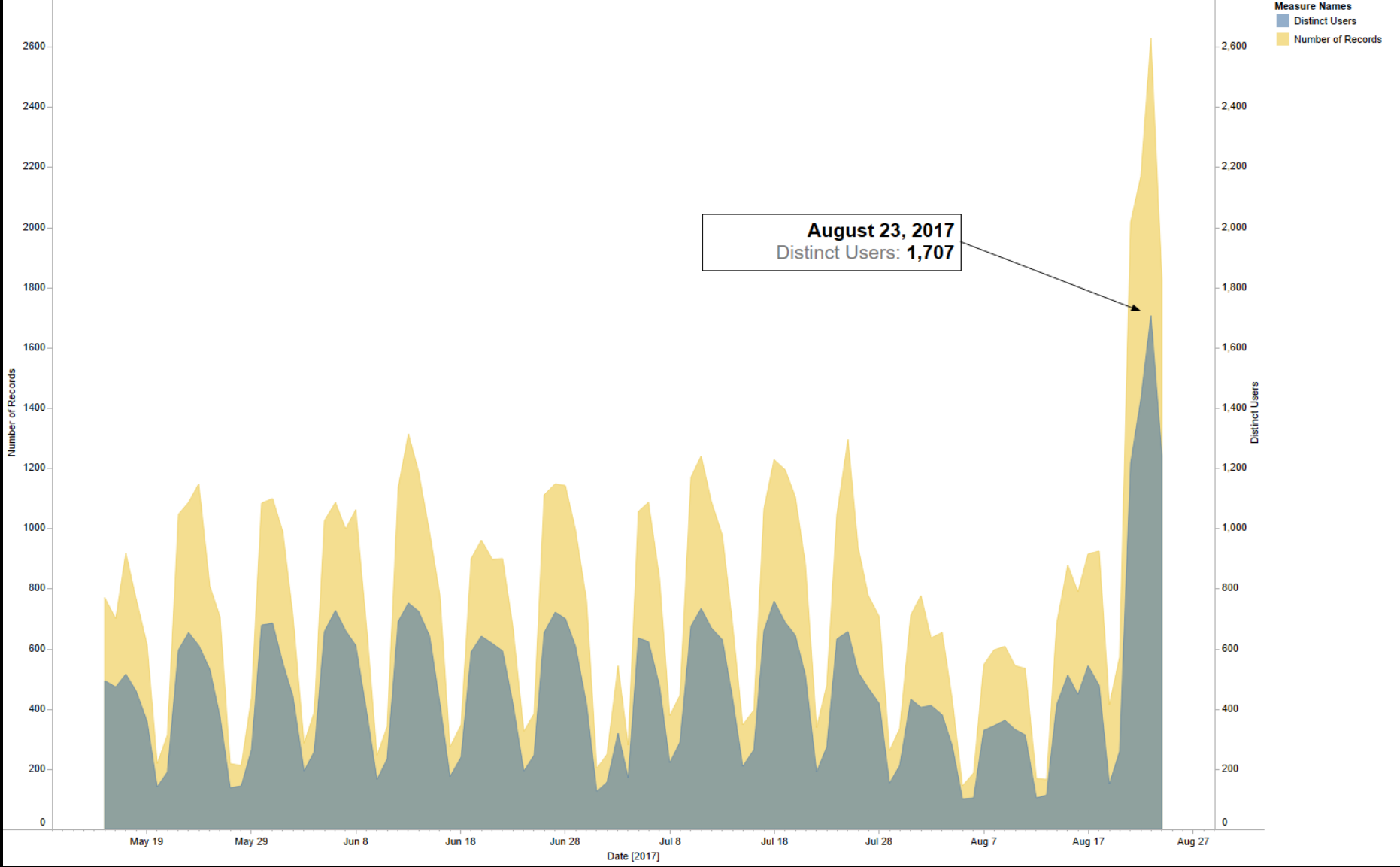
CREATING THE NEXT®

WHAT IS VLAB



VLab (Virtualized Laboratory) provides students with access to scientific and engineering software packages whose licensing terms prohibit their installation on personally owned computers. The service is currently used by numerous colleges and departments on campus and is available to over 1,600 virtual desktops for students, faculty, and staff.

USAGE GOING INTO FALL SEMESTER



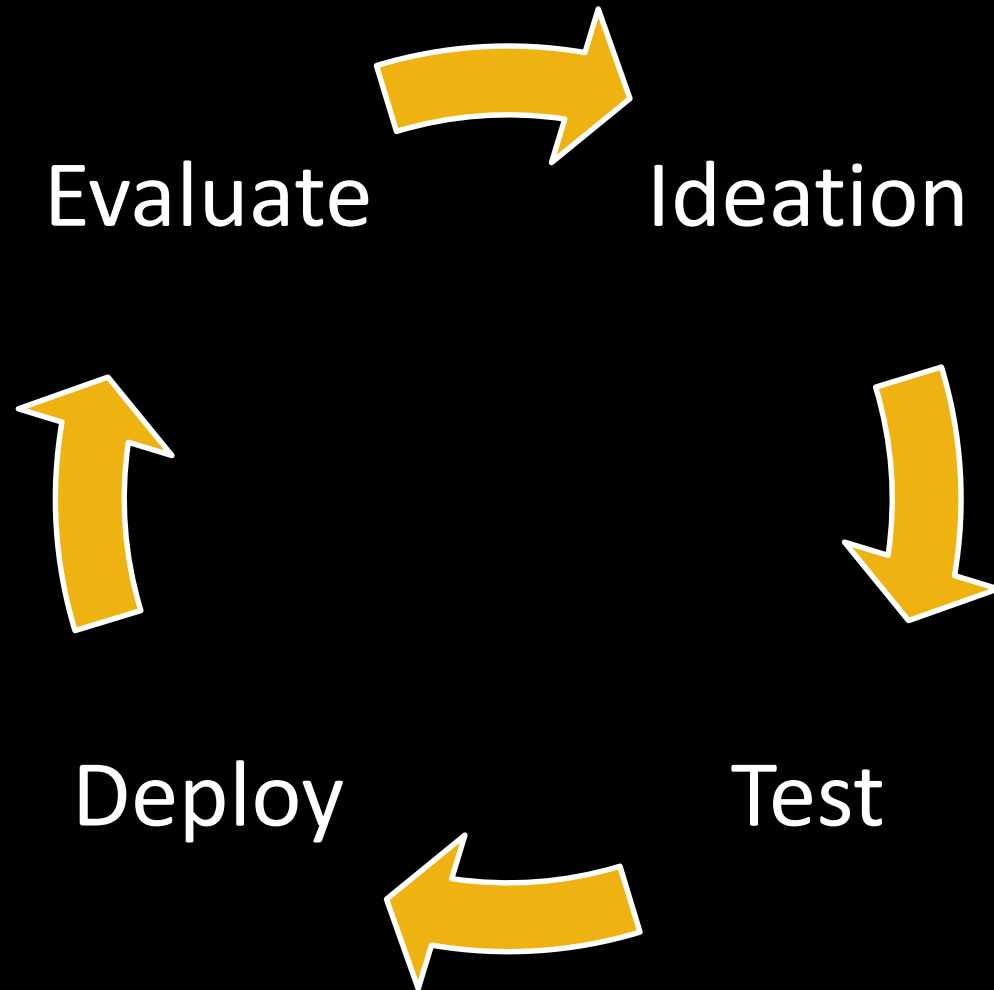
SCOPE OF ENVIRONMENT



VLab environment now consists of

- 75 VMware ESX hosts
- 150 CPUs total
- 4.14 Thz in CPU total
- 19 TB of RAM
- 68 TB of storage
- 1,640 VDI VMs
- 70 nVidia GPU in production (K1 through M60)

INNOVATION CYCLE WITH VLAB



Georgia Institute of Technology

Technology Governance Steering Committee Meeting

24 August 2017

Agenda

- Action Item Review
- Functional Committee Charter Approvals
- Technology Governance Effectiveness/Revisions
- Technology Rate Structure
- Technology Risk Management Update

Action Item Review

- Schedule ERP Presentation
- Committee Charter Posting
- Charter Review Pass
- Priority Matrix Review
- Tier 2 & 3 Additions to Prioritization Matrix
- Process Flow Documentation

Charter Review

Enterprise Architecture Committee

Enterprise Applications Committee

Data Governance Committee

Research/Pace Technology Committee

Instructional Technology Committee

Action Item: Vote for approval/disapproval of each charter.

IT Governance Effectiveness

How can IT Governance drive increased strategic value?

Governance Structure

Governance Membership

Linking Governance to Strategy

Recommendation: Workgroup to assess current levels of effectiveness and make recommendations for annual improvements.

Georgia Institute of Technology

Network Surcharge and Telecommunications Chargeback

24 August 2017

Overview of Issue

- Network surcharge modeled to apply to all organizations
- Telecommunications chargeback applied to some organizations, although all utilize the service
- Telecommunications chargeback based on handsets
- Forecasted decrease in handset utilization, driving down revenue used to fund collaboration services
- Forecasted increase adoption and use of collaboration solutions, driving cost increase.

Possible Solutions

- Combine Telecommunications charge-back and Network surcharge within new billable charge, set by planned rate study.
- Evaluate new funding formulas NOT based on handsets, likely a form of FTE or headcount.
- Redesign services portfolio to appropriately allocate costs.
- Level costs across the Institute
 - Target minimal cost increase for units.
 - Utilize cost reallocation to minimize budget impact.
- Phase in new model over multiple fiscal years, depending on budget impact.

Questions

IT Risk Management Update

Agenda

13 Risk Factors Identified as IT Risks

3 Risk Areas

4 Broad Categories

1 New Item

Context is important

Not long ago.....

An IT Strategic Framework was missing

An IT Operational Framework was missing

IT Governance had ceased to function

Absence of an IT Portfolio

Context is important

Where we are today.....

IT Strategic Framework has been formed (Strategic Goals & Alignment)

Operational model (ITIL) is being implemented

New Governance Model Developed and Implemented

Centralized Portfolio & Project Management Implemented

Strategic goals

Transforming Teaching & Learning

Expanding Research

Streamlining Service Delivery

Enhancing Security, Privacy, and Accessibility

Investing in the Workforce

Aligning through Governance & Transparency

Continuously Transforming the Technology Enterprise

Enabling Programs

OneIT – IT Professionals Community Building Program

Fostering professional development opportunity Documenting and improving the technical environment for IT professionals Better delivering services to meet the needs of IT professionals and all campus consumers

NIST 800-171/DFARS Compliance

The program is working to accomplish the following goals and objectives:
Create a technical environment that will facilitate compliance with all standards.
Campus wide education and training.
Build an audit, consulting, and compliance program.
Design and implementation of a research contract lifecycle workflow.

IT Strategic Goals

IT Strategic Goals align with the overall institute strategic framework and governance, with a strong focus on GT's initiatives and strategies to advance the mission of the Institute.

IT Action Plan (Annual)

The IT Action Plan identifies transformational and technical opportunities and collaborative partnerships to advance the IT Strategic Goals. The Action Plan is developed annually and updated quarterly, beginning in July of each year.

4 category view

<u>Talent</u>	<u>Data</u>	<u>Systems</u>	<u>Governance</u>
Hiring & Retention (26)	Data Storage (64)	Decentralized Systems (56)	Data Governance (76)
Identity Management (69)	Data Archival & Retrieval (153)	Systems & Business Alignment (95)	
IT Workload (118)	Data Compliance (180)	System Effectiveness (98)	
IT Training (230)		Third Party Systems/Compliance (182)	
		Software Utilization (196)	

Talent: Talent acquisition & retention

Risk Item: 26

Risk Factor: Ability to Hire & Retain Adequate IT Professionals.

Mitigating Factors:

1. Internal Market Equity Initiative
2. Professional Development Investment
3. OneIT Program

Talent: Identity management

Risk Item: 69

Risk Factor: Ability to provide access to employee information to campus.

Mitigating Factors:

1. Funding approved for IDM Consultant & Solution
2. OneUSG and HCM Project in Planning Phase
3. New IDM Solution to be Selected: Fall 2017

Talent: Workload of IT professionals

Risk Item: 118

Risk Factor: Manage workload of IT Professionals so that it meets with their skills and abilities and serves GT interests.

Mitigating Factors:

1. Resource Management TBM
2. Portfolio Management

Talent: IT-Related training in Units

Risk Item: 230

Risk Factor: Provide training in IT issues within units for technology used in those units.

Mitigating Strategy:

OneIT: IT Academy

Data: Data Storage/Compliance

Risk Item: 64

Risk Factor: Ensure that methods meet legal compliance obligations

Mitigating Factors:

1. NIST Compliance Initiative
2. Enterprise Data Governance Committee
3. Identity & Access Management

Data: archival & retrieval

Risk Item: 153

Risk Factor: Lifespan and retrieval capabilities of electronic storage.

Mitigating Factors:

New cloud storage agreements: Dropbox, OneDrive - include retention and retrieval capabilities and contract terms.

Data: Federal, State, & Regulatory Requirements

Risk Item: 180

Risk Factor: Meeting federal, state, other regulatory requirements (e.g., moving to PCI2.0) related to IT standards. PII, HIPAA, FERPA, and/or IP data disclosure could cause both reputational risk and financial risk (e.g., disclosure of voter data in GA. Sec State Office).

Mitigating Factors:

1. NIST/Compliance Program
2. EndPoint Protection
3. EndPoint Management
4. Email Security

Systems: distributed systems

Risk Item: 56

Risk Factor: Administrative systems design, implementation and ongoing support does not meet the needs of the Institute. Interaction between administrative systems is ineffective undermining data integrity. Duplication of systems because of decentralized operations.

Mitigating Factors:

1. Financial Systems Transformation
2. IT Governance – Intake and Portfolio

Systems: Systems & Business Alignment

Risk Item: 95

Risk Factor: Alignment between system design and Institute business processes; regard for users' needs and needs of dependent systems.

Mitigating Factors:

1. Business Process Improvement in PPMO
2. Establishment of ERP Office
3. Alignment through IT Governance

Systems: System Effectiveness

Risk Item: 98

Risk Factor: Effectiveness of administrative/research systems.

Mitigating Factors:

Governance Intake/CTR Replacement

Systems: Third Party Systems/Compliance

Risk Item: 182

Risk Factor: Use of third-party systems that don't comply/meet Institute standards creates operational risk.

Mitigating Factors/Controls:

1. IT Governance: Tech Registry
2. CTR Business Case/Lifecycle Support Requirements

Systems: Software Utilization

Risk Item: 196

Risk Factor: Use of software by Georgia Tech employees.

Mitigating Factors:

1. IT Governance: Procurement Control
2. IT Service Catalogue
3. OneIT Program

Governance: enterprise data governance

Risk Item: 76

Risk Factor: Distributed data governance models.

Mitigating Factors:

1. Centralized Data Governance: Enterprise Data Governance Committee
2. Enterprise Data Management Plan through EDM Office & Governance

New: International Connectivity

Risk Item: TBD

Risk Factor: Connectivity for remote faculty, staff, and students.

Description: GT Operations in certain foreign territories is dependent upon secure VPN connections to the US campus. Statutory control in certain foreign territories either A) monitors these connections, or B) prohibits these connections.

Risk: Operational and security risk.

Reference Resources

IT Strategic Goals: <http://oit.gatech.edu/about/oit-vision-and-mission>

2018 Action Plan: <http://oit.gatech.edu/about/action-plan>

PPMO: <http://oit.gatech.edu/about/pmo>

OneIT: <http://www.oit.gatech.edu/oneit>

Compliance: <http://www.cui.gatech.edu/>

Georgia Institute of Technology

Technology Governance Steering Committee Meeting

24 August 2017