

University of Wisconsin - Madison

Project Charter

Endpoint Management & Security Rationalization, Phases 1, 2 & 3

Executive Sponsors	Mike Lehman, CIO
Project Sponsors	DTAG Executive Committee
Core Team	<ul style="list-style-type: none"> • Bob Turner – Chief Information Security Officer • Brandon Bernier – Director of User Services, DoIT • Bobby Burrow – Director, AIMS • Bruno Browning – Chief Information Officer, College of Letters and Science • Nick Tincher – Chief Information Officer and Director of IT, Office of the VCRGE • Anne Gunther - Associate Dean for Budget-Finance, Budget Planning and Analysis, College of Letters and Science
High-Level Timeline	April 2018 through December 2018 (Phases 1, 2 & 3)
Document Version and Date	Version 0.3/May 22, 2018 (incorporating risks discussed 5/22/18)

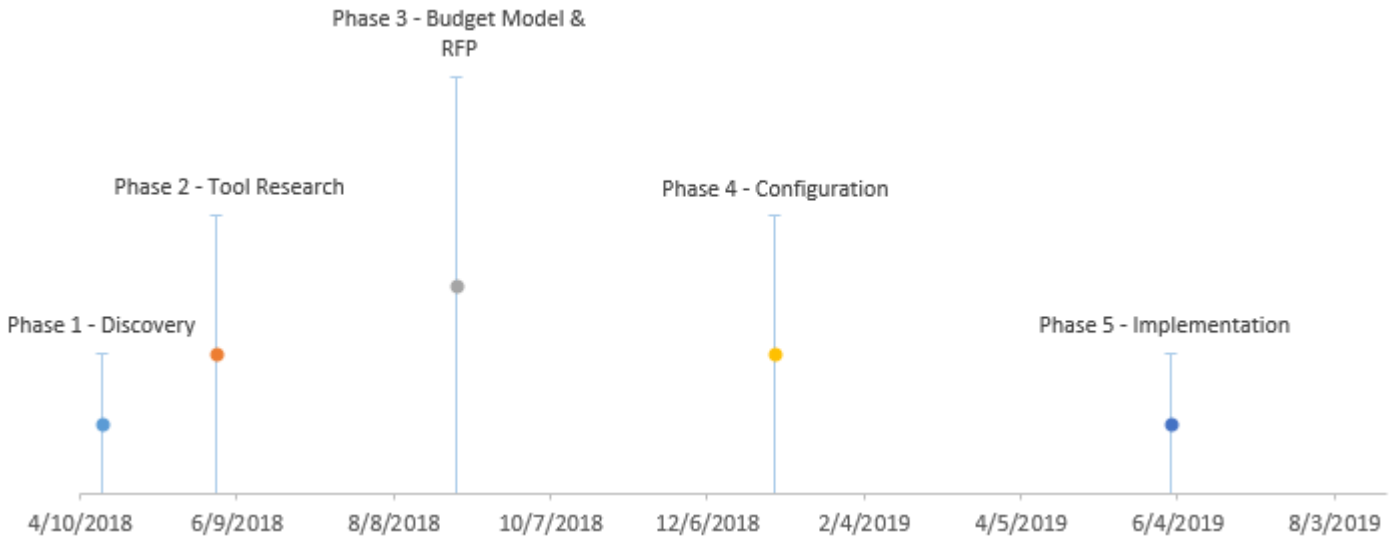
Project Definition	
Business Need/ Background	UW-Madison has multiple endpoint security solutions under contract via central IT and in the divisional IT organizations. The three primary solutions; Symantec Endpoint Protection, Cisco Advanced Malware Protection, and Palo Alto TRAPS™, all have licenses expiring in the Summer of 2019. Additionally, as demonstrated during the Summer 2017 High Velocity Compromise Assessment conducted by a third party, a very small number of endpoints are managed using state-of-the-art management tools like System Center Configuration Manager and IBM BigFix.
Overall Project Goal	<p>Identify, procure and implement solution(s) to address the expiring endpoint management and security licenses prior to July 2019. Given the estimated number of endpoints currently managed and the apparent volume of endpoints not under a common or scalable management program, address endpoint management and security with a common set of solutions that are effective and efficient. Additional goals include:</p> <ul style="list-style-type: none"> • Procure common solutions that could be used throughout campus and cover 80% of use cases • Secure solution(s) to begin transition well in advance of license expiration • Provide training on a standard set of management and security tools • Provide greater flexibility and opportunities for cooperation across the institution • Provide an opportunity for collaboration across campus IT; Central, Distributed and CIO <p>The project consists of five phases, the first three of which are addressed in this charter:</p> <ul style="list-style-type: none"> • Phase 1 – Discovery – Tool inventory and requirements elicitation • Phase 2 – Tool Research – Vendor research, peer benchmarking and RFI process • Phase 3 – Budget Model & Purchasing – FY19 funding, FY20 budget, RFP • Phase 4 – Implementation – Tool procurement, service design, campus implementation • Phase 5 – Final implementation, previous license expirations
In Scope/Out of Scope	<p>In Scope - Phases 1, 2 and 3:</p> <ul style="list-style-type: none"> • Stakeholder identification • Risk Management Framework Intake • Current environment and tool discovery <ul style="list-style-type: none"> o Approach DTAG for subject matter experts names (email appeal) o Compare Service Inventory data to DTAG member list to find gaps (services/tools not represented by DTAG) • Product/vendor research including Request for Information (RFI) <ul style="list-style-type: none"> o Benchmarking with other comparable institutions, Gartner research, AE Business Solutions • Requirements elicitation • Development of budget and funding model • Development of detailed roadmap for endpoint management and security environments • Submission to the IT project intake, prioritization and campus funding process • Request for Proposal (RFP) • Intent to award contract/s <p>Out of Scope (Phases 4 and 5):</p>

	<ul style="list-style-type: none"> • Tool acquisition • Service design • Configuration • Implementation • Sunsetting current products if necessary
Critical Success Factors	<ul style="list-style-type: none"> • Requirements represent a broad campus perspective via DTAG leadership recommendation on participants • Solution(s) meet as many of the “must and should” requirements as possible; selected tools are those that best fit the requirements • Effort is focused on finding endpoint management tools that are unit, people, business process and technology agnostic • Purchased tools are provided in the context of services. (See https://its.ucsc.edu/itsm/servicedef.html)
Project Assumptions	<ul style="list-style-type: none"> • We assume an RFP will be successful within the planned timeframe • DTAG membership is able to represent the breadth of use cases that pertain to our scope • A funding model will be developed and approved
Project Constraints	<ul style="list-style-type: none"> • Current product license expirations in 2019
Project Deliverables	<ul style="list-style-type: none"> • Communication plan (Phase 1) • Endpoint management use cases/requirements (Phase 1) • Security Controls Alignment (Phase 1 – Cybersecurity Team) • RFI (Phase 2) • Vendor Security Assessments (Phase 2 – Cybersecurity Team) • RFP (Phase 3)

Initial Risks/Issues			
#	<u>Risk/Issue</u>	<u>Priority</u> (SS, H, M, L)	<u>Impact / Mitigation / Comments</u>
1	Funding model	M	<p>Make sure IT governance, CBOs, executives engaged in developing/reviewing the model</p> <p>Gain executive agreement on the model</p>
2	Funding dollars	SS	<p>Could stop the project, subjecting us to license increases, drive economy of scale decisions, influence product selection</p> <p>Present a compelling business case that shows return on investment; scaled return with a bubble up front and trailing returns over time</p> <p>Establish the true cost (good estimates) for procurement and management over time</p> <p>Whether funds would be available centrally or not based on funding model</p>
3	Lack of availability of the decision makers	M	Determine a dedicated time each week to work/meet on the project (Wednesday afternoons)
4	Navigating the project intake process and request for central funding	M	<p>Determine timeline for these activities and start early.</p> <p>Engage Steve Devoti and Dawn McCauley</p>
5	New CIO coming on board August 1	L	<p>Prime Mike Lehman and Laurent Heller so they are up to speed on the project and this can be on Lois Brooks agenda as she arrives.</p> <p>Research where Oregon State stands in this domain; current strategy, tools – Bob will reach out to the CISO</p>
6	Procurement process delays	H	<p>During RFP process, contract negotiations may be more complex depending on the vendor and the contracting office’s representative.</p> <p>Vendor protest process would add time.</p> <p>Investigate short-term (6 mo.) license extensions if the process were to lag.</p>
7	Internal solution preferences or technical	M	We may not reach 80% deployment of the chosen

	incompatibility		<p>solution.</p> <p>Broadly inclusive RFP team and a clear method for making decisions.</p> <p>Reduce barriers to entry; products with an “easy on-ramp”</p>
8	Scope creep	M	<p>There may not be one vendor/one tool that does everything; coalition of vendors/solutions</p> <p>Mitigate by making sure we have a good understanding of the assets and have people who can articulate the requirements</p> <p>Rely on work that others have done (Oregon State, other research institution peers like Big 10, Arizona, Berkeley, etc.)</p>

High-Level Milestones and Timeline – All Phases



High-Level Budget – Phases 1, 2 and 3

Estimates	Area (e.g. PM)												
FY18													
FY19													
Totals													

Roles and Responsibilities		
Role		Responsibilities
Executive Sponsor	Mike Lehman, CIO	<ul style="list-style-type: none"> • Secures spending authority for the project • Acts as vocal and visible project champion to legitimize the project's goals and objectives • Keeps abreast of major project milestones • Provides support for the Project Sponsor and has final approval of all scope changes that impact budget • May elect to delegate some of the above responsibilities to the Project Sponsor
Project Sponsor	DTAG Executive Committee	<ul style="list-style-type: none"> • Responsible for helping to secure human and financial resources for the project • Provides direction, guidance, and support to co-leads through the duration of the team activities. • Provides approval and/or endorsement at agreed upon decision points, including carrying appropriate recommendations forward to IT governance and the ITSC • Provides feedback on deliverables and status reports and ensures necessary stakeholders are involved/consulted. • Assists with major issues, problems, and policy conflicts • Approves scope changes and signs off on major deliverables • Acts as vocal and visible project champion with responsibility for communication throughout campus technology groups
Co-Leads	<ul style="list-style-type: none"> • Bob Turner – Chief Information Security Officer • Bobby Burrow – Director, AIMS • Brandon Bernier – Director of User Services, DoIT 	<ul style="list-style-type: none"> • Leads project initiation and works with Core Team to establish the charter and clearly define vision, goals, set objectives, and establish expectations of the team • Provides leadership of the team and is accountable for the success of the project and objectives. • Manages specific project plan activities and contributes to project plan development in collaboration with Business Analyst • Communicates regularly and elicits feedback from team and departments. • Reports status to and receives feedback from Project Sponsor. • Brings issues to the Project Sponsor as needed • Motivates and coaches team members to ensure overall team growth. • Strives to listen and facilitate conversation/participation amongst team. • Acts as the Project Management Team; provides assignments and delegates effectively to team members
Core Team	<ul style="list-style-type: none"> • Bob Turner – Chief Information Security Officer, Office of the CIO • Brandon Bernier – Director of User Services, DoIT • Bobby Burrow – Director, AIMS • Bruno Browning – Chief Information Officer, College of Letters and Science • Nick Tincher – Chief Information Officer and Director of IT, Office of the VCRGE • Anne Gunther - Associate Dean for Budget-Finance, Budget Planning and Analysis, College of Letters and Science 	<ul style="list-style-type: none"> • Clearly articulates the vision and objectives of the project to drive adoption of the selected solution/s • Participates in project initiation, charter development, stakeholder identification and scope definition • Responsible for contributing to overall project objectives and specific team deliverables. • Participates in team/project activities • Represents functional group area in which they work. • Provides feedback based on functional group's perspective. • Communicates project updates and information back to functional group in which they work on a monthly basis. • Escalates issues to team co- leads for decision-making or referral to sponsor. • Retains ultimate accountability for the project work
Core Team Delegates	<ul style="list-style-type: none"> • Jeff Savoy - Cybersecurity Operations Assistant Director, Office of the CIO (<i>first delegate for Bob Turner</i>) • Stefan Wahe – CISO Deputy Director, Office of the CIO (<i>second delegate for Bob Turner</i>) 	<ul style="list-style-type: none"> • Identifies requirements • Vets requirements on campus • Engages campus subject matter experts as needed • Also, fulfills the responsibilities of the Core Team (see above) when called upon to do so • Note that the Core Team retains ultimate accountability for

	<ul style="list-style-type: none"> • Chris Poser – Technologist, Endpoint Management, DoIT (<i>delegate for Brandon Bernier</i>) • Kevin Cherek – Manager, Operations and Support Services, AIMS (<i>delegate for Bobby Burrow</i>) • Sue Weier - L&S Learning Support Services, College of Letters and Science (<i>delegate for Bruno Browning</i>) • James Leaver, Senior Technical Services Specialist, VCRGE (<i>delegate for Nick Tincher</i>) • Dan Simanek, Systems Administrator & Consultant, VCRGE (<i>delegate for Nick Tincher</i>) 	the project work
Business Analyst	<ul style="list-style-type: none"> • Tamra Dagnon – Senior Business Analyst, PMO 	<ul style="list-style-type: none"> • Conducts discovery of current environment and tools • Elicits, analyzes and documents use cases and solution requirements via stakeholders • Drafts technical specifications for RFI and RFP • Facilitates communication within the project team and facilitates the development of a communication plan
Project Manager	Will be added for Implementation, Phases 4 and 5	
Subject Matter Experts	<ul style="list-style-type: none"> • Research, Academic & Administrative technology environment technologists • Operating systems technologists • Colleen Reilly, Purchasing Services Manager, DoIT • Paul Benedict, Accounting Services Manager, DoIT 	<ul style="list-style-type: none"> • Provide specific technical information about discreet topics
End Users	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • Provide feedback on impacts that selected tool/s will have on end users

Acronyms/Definitions

Endpoint	An endpoint device is an Internet-capable computer hardware device on a TCP/IP network. The term can refer to desktop computers, laptops, smart phones, tablets, thin clients, printers or other specialized hardware such as POS terminals and smart meters.
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