

CIO Council **Meeting** Minutes December 17, 2015

Attending

CIOs: Jim Barrett, Bob Beck, Chip Eckardt, Mohamed Elhindi, Werner Gade, Tom Janicki, Joe Kmiech, John Krogman, David Kieper, Bruce Maas, Anne Milkovich, David Miller, Sasi Pillay, Elena Pokot, Steve Reed, Beth Schaefer, David Stack, Sue Traxler, Doug Wahl, Ilya Yakovlev

Guests/Presenters: David Alarie, Jenna Weidner, Jason Fishbain, Ruth Ginzberg, Mike Grypp, Ty Letto, Peter Mann, David Miller, Renee Pfeiffer-Luckett, Mike Schlicht, Olga Turkina, Bob Turner

The meeting was convened at 8:33 am.

Approval of Minutes

The minutes of the November 19, 2015 CIO Council meeting were approved by acclamation. Ilya Yakovlev moved and Chip Eckardt seconded the motion.

Review of Prior Action Items

Completed Action Items

- Sasi Pillay will convene an effort to draft a new UW System security policy and to retire two board level telecommunications policies. The new security policy be considered at next Board of Regents meeting scheduled for February 4-5, 2016.
- Steve Reed will convene the new security oversight group, UW Data Privacy and Security Executive Council (DPSEC).
- Werner Gade, David Kieper and Chip Eckardt will circulate a proposal for an alternative to storing student banking information in the Student Information Systems (SIS). Steve Reed is bring a new UW Technology and Information Security Council (TISC) document to the CIO Council today
- Bruce Maas has compiled a list of potential CIOs and Chief Business Officers (CBOs) from outside the UW System who could consult on CSRG strategy via email to David Stack.

Open Action Items

- Sasi Pillay will ask UW System Procurement (purchasing) and the Office of General Counsel (legal) to review the proposed data security terms along with the comments submitted by Ilya Yakovlev and Bruce Maas. Pillay is waiting for Purchasing.
- Mike Schlicht and Dave Alarie have met with David Stack on Voice over Internet Protocol (VoIP) options for the six remaining institutions including UW System Administration. - COMPLETED
- Werner Gade will collect anecdotes that illustrate the case for a single UW System credential.
- John Krogman will distribute UW-Madison's Incident Response Policy and their COOP policy to those who are interested. - COMPLETED
- Ruth Ginzberg will solicit volunteers to develop a process for internal bidding for training and services between the UW System institutions.
- Sasi Pillay will make the case to provosts, chancellors and CBOs regarding the need for resources for the interactive reporting (IR) replacement project. If possible, a CBO partner will be engaged. Pillay said they will ask Kathy Luker to draft together a proposal for the resources, and they will need to look at the proposals that were submitted last year. - COMPLETED
- Sasi Pillay will share a revised Interactive Reporting/Business Intelligence (IR/BI) slide deck with the CIO Council before addressing any of the stakeholder groups. - REMOVE
- All UW System institutions need to submit their reports by January 11, 2016, for the large projects and strategic plans for the campuses. - COMPLETED
- Sasi Pillay will share the total cost of ownership (TCO) model after the BI Request for Proposal (RFP) is awarded. Meanwhile, Oracle academy training is still available for the UW System institutions to buy. Pillay hopes more training could be funded through the CSRG proposal. - REMOVE

New Action Items from 11/19/2015

- Sasi Pillay will circulate the principles for shared services that were developed a year ago.
- Elena Pokot will share the service layer framework that is reviewed twice a year at UW-Whitewater.
- David Stack and UW System Administration will put together a draft proposal for addressing the Huron opportunities that also takes into account UW-Whitewater's layered model.
- David Stack will send out an email solicitation for Information Technology Leadership Program (ITLP) project suggestions based upon the 18 Huron opportunities. - COMPLETED
- John Krogman and Bruce Maas will investigate hosting a two-day CIO Council meeting at the Wisconsin Institute for Discovery (WID) on March 16th and 17th. - REMOVE
- David Stack will review the CIO Council mailing list and suggest changes.
- Werner Gade will document the feedback from the Information Technology Management Council (ITMC) breakout sessions. Then the ITMC Executive Committee will bring it to the CIO Council.
- David Stack will ensure the creation of a system-wide mailing list for the attendees at the Data Governance Summit. - COMPLETED
- Sasi Pillay and David Stack will check with UW System Administration Office of Information Services (OIS) about creating a Sharepoint site for the Data Governance Summit. - COMPLETED
- Elena Pokot will share the agenda of her meeting with the UW System Administration internal Information Technology (IT) auditor.

Note: David Miller dropped in while the Council was reviewing the list of Action Items. After David Miller left, Werner Gade asked the group to let Beth Schaefer know the status of the remaining action items.

Guest - David Miller

David Miller made the following announcements:

1. David Miller is involved with the interview process for the Vice President of Academic and Student Affairs. The three finalists, who were identified through a national search process, are on-site today for interviews.
2. David Miller updated the Council CIOs as to why the pace on developing information security policies has accelerated. Last week at the Audit Committee meeting of the Board of Regents (BOR), it was discussed that the UW System institutions have inadequate policies for low-level passwords for those who access student record systems. The Legislative Audit Bureau (LAB) has issued an interim memo during the process of their work and they intend for the UW System to take action because they uncovered concerns at multiple institutions. Their concerns centered around the possibility of breaches, not the policies at the UWS institutions. At the February 4-5, 2016 BOR meeting, David Miller will present a high-level system-wide IT security policy that will be followed later by UW System Financial and Administrative Policies (FAPs).

Bruce Maas said he asked Bob Turner to be at the meeting of the December Audit Committee meeting because he knew Audit Executive Lori Stortz would be reporting. UW-Madison has laid out a security framework and Jason Fishbain and Bob Turner will be available to assist Lori Stortz and answer questions regarding this framework. Elena Pokot shared how the UW System auditor she's working with did not indicate any deficiencies or issues at UW-Whitewater. David Stack said auditor Mary Luebke has been holding "meet and greet" sessions, not audits per se, around the UW System. Mohamed Elhindi said the UW System needs to move quickly in regards to closing any security gaps. Additionally, Elhindi recommended requesting an assessment meeting with the auditors so they could provide assistance in creating a security roadmap.

Steve Reed reported that the CIO Council has reinstated the UW Data Privacy and Security Executive Council (DPSEC). The Council has outlined a timeline for developing a high level system-wide IT security policy as requested by the Board of Regents. This timeline will be shared with the CIO Council. The next step will be the development of policies at the UW System level. The focus of the UW Data Privacy and Security Executive Council is to create that direction.

David Miller said he and David Stack should meet with Lori Stortz. Bruce Maas supported this approach. Elena Pokot recommended that each campus share their information security policies. Jason Fishbain said it's not at the campus level where Lori Stortz is concerned. Rather it is the shared systems where policies are lacking. Mohammed Elhindi requested assistance from David Miller in regards to helping the institutions create a common direction. David Kieper said it's not that the UW System institutions do not have policies, but rather there is nothing currently available to assess the policy to see if it is being met.

Reed has already started getting the UW Data Privacy and Security Executive Council together and the next step is to leverage the Chief Information Security Officers (CISOs) at the UWS institutions to create a table of contents for the policy work to come. The plan is to have a Regent policy drafted by January 8th and submitted by January 19th.

Elena Pokot inquired if the UW System can reuse the credential assessment framework from 2008? Reed replied that some of it would still be valuable. Werner Gade suggested leaving it to Reed and his team to create the policies. Reed will prioritize the work of the UW Data Privacy and Security Executive Council and keep the CIO Council updated.

Potential RFP for Web Conferencing Tool

Renee Pfeifer-Luckett and Peter Mann reported that the Common Systems Review Group (CSRG) budgeting process recommended that the UW System investigate a new web conferencing tool to interface with D2L. Pfeiffer-Luckett asked the Council members to reflect upon their experiences and assist in providing recommendations. Ruth Ginzberg recommended a solutions-oriented RFP rather than a requirements gathering RFP. A solutions-oriented RFP would look at business processes instead of tools.

Elena Pokot suggested looking at a comprehensive process for interfacing not only with the learning management system, but with other administrative needs as well. John Krogman reminded the group that the CSRG is going through deliberations whereby these services could be cut back leaving the institutions to their own devices. Chip Eckardt agreed with considering both administrative use and academic use for a common tool. Steve Reed said each of the institutions probably uses at least six conferencing solutions today. Bruce Maas said that web conferencing doesn't need to be a system-wide endeavor because people are going to use what they are going to use.

Mohamed Elhindi asked if the institutions are using Kaltura and recommended looking at the utilization rates. Pfeifer-Luckett said she has usage statistics that show it has grown exponentially. Pokot recommended that we need a way to define what makes a tool a common system and to find a way to support those campuses that want it. David Kieper said it's important to have only one or two products to limit the subsequent needs for integration. Werner Gade asked for a synthesis of the discussion. Pokot agreed with Maas' suggestion to not make use of a new tool mandatory, and to support those who may not have the means to leverage it. The charge for the RFP team is to check out the marketplace, find a tool that integrates with D2L, and come back to the CIO Council with more information. The tool should support both administrative and academic needs. Pfeifer-Luckett pointed out that this effort is being done on the behalf of the Learning Technology Development Council. Maas suggested looking at Internet2 for guidance.

Sun-setting of Certificate Service

John Krogman started a conversation about ending the system-wide certificate service. Krogman made the executive decision to renew the service for another year because the institutions would have had only one month to move more than 2000 certificates. Krogman is requesting CIO Council input for what should be done moving forward.

The key points Krogman made were:

1. UW Digital ID (<https://uwdigitalid.wisconsin.edu/>) will stop issuing new digital certificates on July 1, 2016
2. After July 1, 2016, certificates that have already been issued by UW Digital ID will continue to be valid until October 31, 2016
3. Campuses wishing to issue digital certificates will need to pay for and manage their own vendor contracts after July 1, 2016
4. To comply with HRS email/document signing policy, HRS users will need to be issued a digital certificate by their respective campuses
5. Users of the two-factor VPN service use Entrust certificates to authenticate to the enterprise databases and servers. UW-Madison will be updating this service to leverage multi-factor authentication (one-time passwords) during summer 2016
6. UW Digital ID will retain private keys to all existing Entrust certificates in escrow, to allow decryption of old encrypted messages and documents (more details forthcoming)

Krogman noted that one consideration that is motivating a move away from the UW Digital ID service is the perception that charge backs to the institutions were inequitable and not in line with their usage. Jenna Weidner explained while it appeared that UW-Madison was using about 75% of the certificates and only paying for 50%, it was the Human Resources System (HRS) and other system-wide services that were the actual users. David Kieper is on the Technology and Information Security Council (TISC) and he is unclear about how this would impact personal certificates and what would wind up being dropped. Krogman said that because of this concern, two factor authentication would continue to be supported by UW-Madison. Werner Gade stated that there was not enough information to understand the way these

changes would affect the institutions. There are technical underpinnings as to about how UW-Madison would be able to provide the Comodo certificates that haven't been talked about. Krogman had to leave but said that UW-Madison's path is to discontinue the service. Gade asked if more information was needed. Sue Traxler thought there originally was a decision, but it now sounds as if a red flag was raised.

BI Data Elements Working Group

Chip Eckardt reported that one of the issues that arose at the Data Governance Summit at UW-Oshkosh was the need to build a common data dictionary. Jason Fishbain stated that this would be helpful for Oracle Business Intelligence Enterprise Edition (OBIEE), but it's not required. Common definition would have to be established at each institution and a semantic layer is not needed for a common system. Once a data element is defined it can't be changed. As the analysis proceeds it is important to explore what makes sense and not be locked in. Werner Gade said that people and institutions care what the data are and what the data mean. The focus should be on data users and not the IT staff.

David Stack explained that the effort currently underway is to implement a tool and not create data governance. Sue Traxler noted that people want a common set of data definitions, but there may not be the wherewithal. Bruce Maas said the UW System is not culturally ready as evidenced in 2000 when the institutions went ahead with their separate PeopleSoft implementations. Traxler said there could be a dependency between two campuses that might want to combine their student information systems.

Sasi Pillay said this issue has been flagged for David Miller and there have been discussions at the Chancellor level as well. Werner Gade suggested a smaller group work with Miller and Stack to get the seed planted. Jim Barrett reported that UW-Stevens Point will implement their student information system this summer without any customizations and agreed that there is a need for common definitions. Elena Pokot said the central data request (CDR) definitions need to be modernized. Maas said the CDR definitions were 30 years old back in 2000.

Steve Reed would like clarification on how these points get made around the UW System if Chancellors and CBOs have already heard recommendations. Fishbain suggested that the BI Executive Committee set the scope. Gade recommended drawing a line between the project to replace Interactive Reporting and the conversation around common definitions. Elena Pokot made the point that the culture needs to change to the extent that each institution can with work their own stakeholders.

Reed pointed out there are different technical maturities at the different institutions. Traxler said that UW-Platteville has done this work for the past three years and has needed to bring along both leaders and users. Fishbain said a memo was circulated at UW-Madison to explain these are two separate projects. Bob Beck noted that the project to replace Interactive Reporting was framed as Business Intelligence (BI), but it's really about the reporting tool. Traxler suggested explaining that once a tool set and knowledge is built, it will form a base for BI.

TISC Banking Data Recommendations

Steve Reed reported that banking recommendations for financial aid disbursements have been made through TISC, the document is laid out very well, and the recommendations are at the end. Sue Traxler expressed her thanks to those who worked on it. The CIO Council accepted the TISC recommendations, but their acceptance is not binding. The document is meant to aid conversations at the UWS institutions. David Stack and David Miller will communicate the recommendations to Vice President Julie Gordon.

CSRG Budget

David Stack explained that Olga Turkina pulled software costs out from the budgets of the CSRG projects and put them in a separate spreadsheet. Ruth Ginzberg noted that Microsoft was not on the spreadsheet because common contracts and common funding are two different things.

Ginzberg pointed out that the spreadsheet contains a footnote regarding the possibility of significant Oracle "true up" costs. Jenna Weidner applauded the efforts of Turkina and Ginzberg to identify the trigger points that result in true up charges. Ginzberg thinks it's unlikely we will have to pay this year.

HRS Upgrade Update

Diann Sypula reported on the Statement of Work (SOW) for the Sierra-Cedar consultants who are assisting with the upgrade for the Human Resources System (HRS). Sierra-Cedar will ramp up in mid-January and begin working in earnest in February. The upgrade is expected to take 13-14 months.

Bob Beck inquired about the top concerns. Sypula said the change from version 9.0 to version 9.2 is quite large and the success of the overall effort has to be balanced with requests for various changes. Ilya Yakovlev asked what involvement from CIOs is needed. Sypula is working on an answer and will keep the CIO Council up to date.

David Stack asked if the project will consider improvements to the Talent Acquisition Management system (TAM). Sypula said improving TAM is in scope. Sue Traxler expressed concern that the CIO Council didn't provide input on whether to upgrade TAM or consider another product. Elena Pokot suggested the CSRG make the decision. Sypula concurred that each area has their business process and tools that they would like have accommodated in the upgrade.

Huron Projects for ITLP Cohorts

David Stack visited UW-Parkside and met with the IT Leadership Program (ITLP) cohort that is being led by MOR Associates. MOR Associates will guide the participants in working on projects spun off from the Huron IT Business Cases. The participants have been polled regarding which project team they want to be on. One question is whether to construct the groups out of subject matter experts (SMEs) or to spark broader thinking through more diverse groups. Anne Milkovich recommended a mix of SMEs and non-SMEs.

David Kieper inquired about the time frame. John Krogman explained that the effort will be the equivalent of one day a month. Stack said he encouraged the project teams to redefine their scopes, if necessary, to something that can be accomplished within the time frame. Krogman mentioned there was discussion that a MOR alum might also be assigned to each group. Stack has explained the effort to David Miller who is supportive.

Recognition of Sasi Pillay

Werner Gade wished Sasi Pillay all the best at the University of Washington and expressed his appreciation for Pillay's engagement with the CIO Council. Pillay expressed his thanks and said that he would like to keep in touch because he was very honored and privileged to work with the Council.

Information Security Visioning

Bob Turned explained that information security dovetails with the shared services discussions that various groups have been having. President Cross is working to get ahead of the conversation and the CIOs can assist with the development of UW System security policies. In the spring and summer of this year, Turner had the opportunity to develop the UW-Madison Cybersecurity Mission and Vision. Turner shared a slide deck showing the high level principles. The focus is on data. Cybersecurity is a shared responsibility. UW-Madison will implement a holistic approach to cybersecurity that aligns with the needs of the institution, including a balanced portfolio of cybersecurity policies, processes, services and capabilities to reduce risk. Cybersecurity is a journey not a destination. UW-Madison would like feedback on their strategy. Steve Reed noted that the work being done at UW-Madison is being incorporated in the discussions of other security groups.

David Stack reported that there is engagement and support for information security from the President Cross. Interest was also expressed last week at the Regent Audit Committee. The Legislative Audit Bureau has also recommended that the UW System Administration work with the CIO Council, CBOs and others to assist the UWS institutions in developing a system-wide IT information security program. A draft high level policy will be presented at the February 2016 Board meeting. After the Regents meeting the plan is to follow with UW System policies. UW System Audit Executive Lori Stortz has asked Mary Luebke to find examples of information security policies from other higher education systems. Bruce Maas said this is an area of strong personal interest to him and he's concerned because of its importance. Bob Beck introduced Mike Grypp, the new permanent Chief Information Security Officer at UW-Milwaukee.

Elena Pokot suggested each member of the Council indicate whether they support the strategy. Maas wants to make sure what UW-Madison is doing is helpful and needed. Pillay expressed the need for an umbrella policy to move forward. Steve Reed is confident that the Data Privacy and Security Council can accomplish the effort to create the needed policies. Sue Traxler noted the need for clarity between the roles of TISC and the new Council. Pillay recommended that TISC take any concerns to Reed and Stack. The chairs of TISC sit on the new Security Council.

Stack observed that the CIO Council works on a monthly schedule but developments at UW-Madison and at UW System Administration move more quickly. Stack committed to remaining in touch with the CIO Council to counter the beltline effect of the activities that take place in Madison. Stack's experience at UW System thus far is that of a small number of people trying to do a large amount of work done in a limited amount of time. The Data Privacy and Security Council needs a long leash and should be trusted to accomplish what they need to do. John Krogman reminded the group that it should

be clearly understood that Reed and his group are on point for security policies. The Council recognized Reed for the good work he's been doing.

CIO Council Charter

Discussion regarding the CIO Council Charter was tabled because the document was not circulated before the meeting.

EDUCAUSE Carpool Brainstorming

The subset of CIOs who drove together to EDUCAUSE would like to close the loop on the discussion and decide how to make the CIO Council meetings more efficient. The consensus is that it is important to prioritize what is on the agenda.

Other suggestions include:

- Fewer agenda items
- A dedicated time during the meetings for open ended discussion
- A purpose for each meeting. Virtual meetings should be focused on updates whereas the face-to-face meetings should be for discussion. Written updates can be considered more quickly than in-person presentations
- Considerations of proposals, not just problems
- Free form discussion over lunch
- Meeting handouts distributed two days in advance
- An intranet site for the CIO Council
- Occasionally meeting from noon to noon
- Alternating between virtual meetings and face to face meetings
- Explore whether administrative help is available for taking minutes
- Dedicating a portion of the meeting to CIOs only
- Continue engaging with David Miller directly
- Updating or replacing the cio2@maillist.uwsa.edu mailing list
- Changing the CIO Council meeting time to avoid overlaps with other stakeholder groups
- Circulating agendas from other stakeholder groups
- Distributing action items well in advance of the next meeting

LEAD IT Group Update

Joe Kmiec reported that the LEAD IT group would like to present at the ITMC conference in an interactive session. LEAD IT was created for alumni of MOR and EDUCAUSE workshops. They are creating a charter and want to have a specific liaison with the CIO Council. Sue Traxler volunteered.

Affordable Care Act

Elena Pokot inquired if there are solutions to the difficulties with lump sum payments and the new Affordable Care Act. Werner Gade explained that it is important to tie wages to hourly rates.

Next Meeting

The next CIO Council meeting will be on January 21, 2016 via videoconference.

The meeting was adjourned at 2:25pm.