

ITS Executive Steering Committee (ITESC)

Agenda and Materials – December 11, 2014



Agenda

Information Security Risk Program Introduction

- J. Pardonek, J. Sibenaller

Password Management Technology Recommendation

- J. Pardonek, A. Stillwell, B. Montes

ITS Project Prioritization

- S. Malisch, J. Sibenaller

Upcoming ITESC Meeting Schedule

- S. Malisch

Security Program Components

Awareness &
Training

Incident Response

Governance

Data Identification,
Analysis & Forensics

Vulnerability
Assessments

Cyber Threat
Protection

Audit, Compliance &
Regulations

Secure Access

Risk Assessment
Program

Policies, Procedures
& Guidelines

Security Operations
Center

ERP Security Services

Risk Program Introduction

Current State

- 2010 Risk Assessment
 - self assessed
 - reviewed annually
- Solutions & infrastructure have changed drastically
- Information security incidents have occurred and have been managed through the Incident Response Plan
- Reasoning behind information security decisions not always understood

Goals

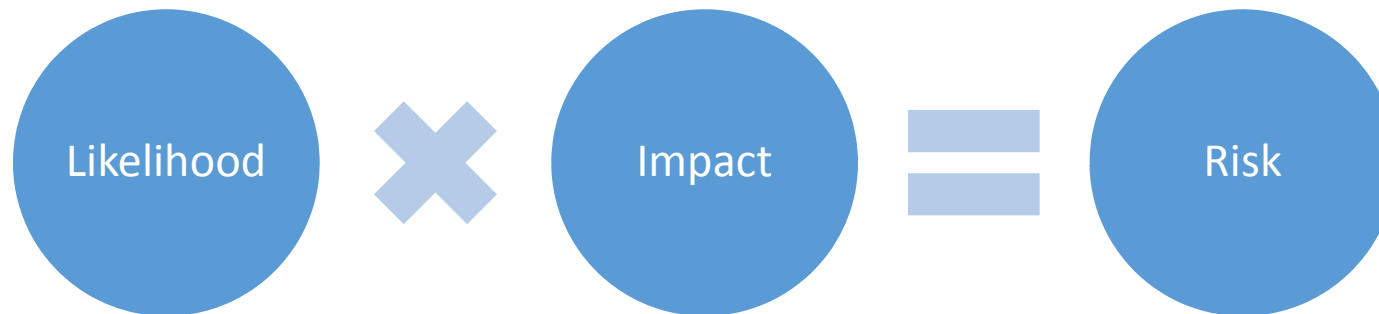
- Represent & communicate information security decisions and actions based on tangible data
- Provide appropriate levels of security that
 - protect our assets
 - are easily understood & communicated
 - are easily utilized & serviced
 - reduce risks

Risk Assessment

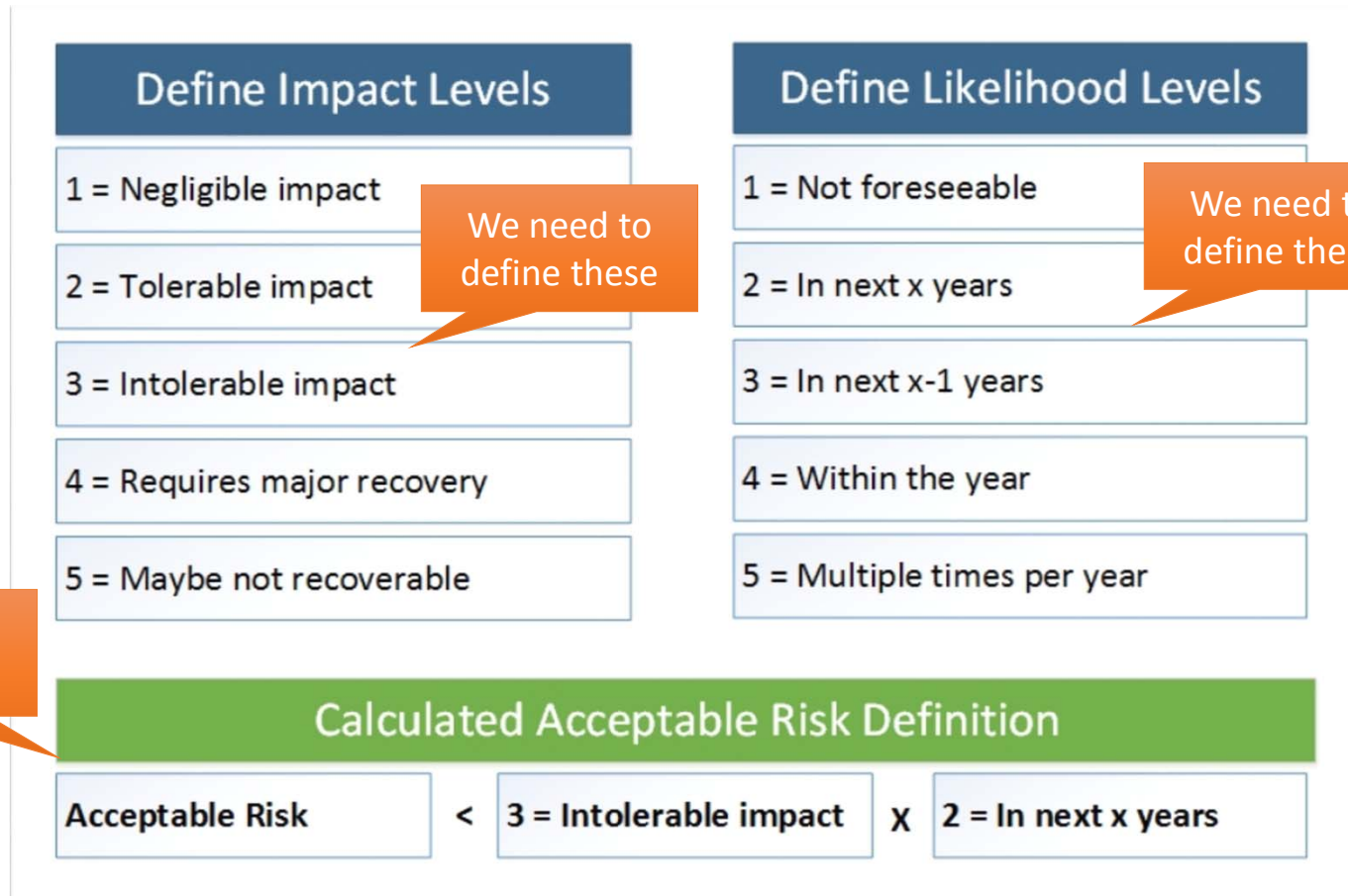
What is Needed

- Conduct 3rd party risk assessment
 - To review LUC technology, policy, process & controls
 - Based on ISO 27002-2013
 - Hallock identified via RFP process
- Define Loyola's "Acceptable Risk Definition" as it pertains to information risk
- Identify current security weaknesses
- Calculate risks of those weaknesses
- Develop a plan for reducing unacceptably high risks to acceptable levels
- Accept risks that are lower than the defined acceptable risk level

Risk Definition - Simplified



Risk Definition - Sample



We need to define these

We need to define these

We need to calculate this

anywhere
anytime

accessLUC

Risk Assessment Next Steps

- Process/Next Steps
 - Engage ISAC to create the components of the *Acceptable Risk Definition*
 - impact
 - likelihood
 - overall risk
 - action thresholds
 - Present acceptable information security risk recommendations and assessment plan back to ITESC for approval (Jan 2015)
 - Engage 3rd party to conduct assessment (Feb-Apr 2015)
 - Present assessment results and action plan back to ITESC (May 2015)
 - feeds Audit Committee need for information security program data (June 2015)

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Password Management Replacement Project

Technical Assessment Committee Proposal

December 2014

Overview and Purpose

- GOAL: Improve Self-service Password Management Process
- Poor user experience and adoption
 - Non-intuitive interface
- Need to increase self-reset capabilities through mandated enrollment
 - Currently Help Desk processes 8000+ password resets annually
- PAM does not have multiple communication options for verification of identity
 - No SMS, Alternate Email, or One Time Password URL
- Increase process efficiency within the Help Desk in support of the removal of student worker's ability to reset passwords
 - Increase in FTE hours and workload
- Weak technical integration

Change and Value

- **Need/Change**

- Eliminate reliance on human interaction to reset passwords.
- It is more difficult to positively identify a caller due to elimination of last 4 SSN #.
- Sustain integration with and support of existing network and security architecture.
- Improved customer experience.

- **Value**

- Reduced risk of fraud.
- Ability to change password using any internet-enabled device.
- Security compliance by mandating enrollment at the logon screen.
- Fewer Helpdesk calls.
- More options for self service.
- Increased convenience and flexibility for students, faculty and staff to be able to change their password without human intervention.

Analysis Process and Activities

- Research
- Vendor RFP Evaluation
- Vendor Presentations
- Proof of Concept (x2)
- Cost/Benefit Analysis
- Recommendation
- ARB Presentation

Research

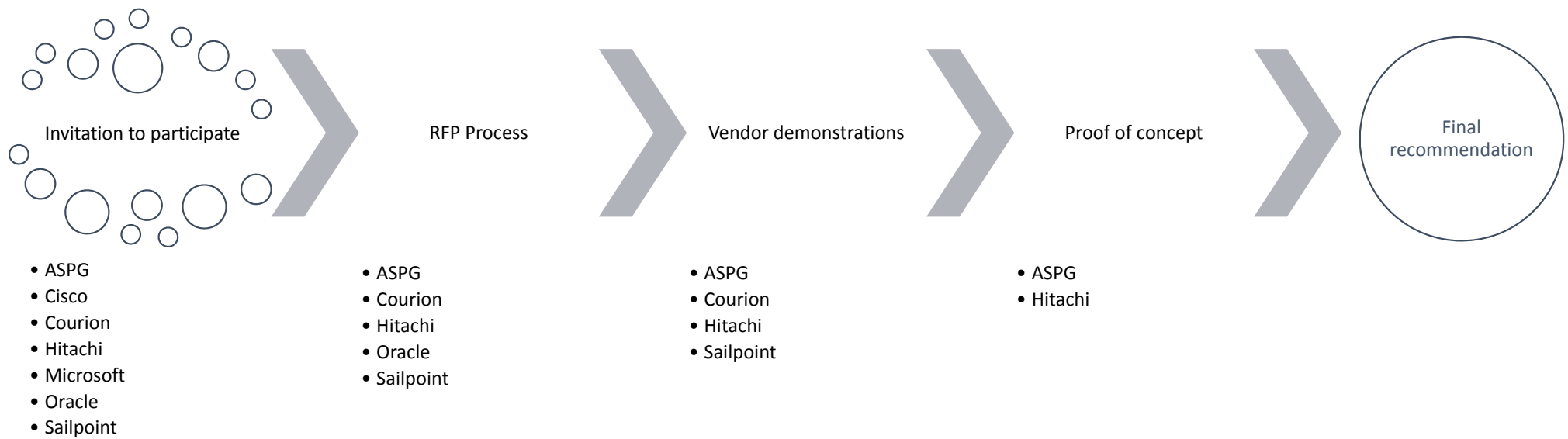
Research Methods

- Gartner analyst discussion and document review regarding best practices
- EDUCAUSE Listserv to query peer usage
- RFP to top Vendors (5)
- Proof of Concept Evaluation (2)

University Research

- 50+ higher education clients
- Survey of password reset process and product usage
- Educational Reference Review

Process



Evaluation of Products – Proof of Concept

Server Team completed trial install of two products:

- ASPG
- Hitachi

Server Team Trial Feedback:

PRO's

- ASPG
 - Easy to configure
 - Easier to support
 - Feature rich
- Hitachi
 - Extendable

CON's

- ASPG
 - External DB
- Hitachi
 - Apache running on Windows
 - External DB
 - More complex to support & set-up

Evaluation of Products

TAC Vendor Ranking

Vendor	User Experience	Admin Experience	Overall Experience	Overall Rank	Cost (5 yr)	Cost (10 yr)
SailPoint	3.1	3.3	3.2	1	\$410,000	\$820,000
ASPG	2.7	3.0	2.9	2	\$100,000	\$150,000
Hitachi	2.6	2.6	2.6	3	\$270,000	\$405,000
Courion	1.6	1.4	1.5	4	\$105,000	\$170,000

(Multi point ranking with 1 being least preferred and 4 being most preferred)

Recommendation – ASPG ReACT

- Product differentiators
 - Ease of implementation
 - Integrate with existing environment
 - Vendor agnostic and can be integrated with any IAM solution purchased in the future
 - Customizable interface
 - Cost effective
 - Positive Reference Checks
- Key Features
 - Self Service enabled via multiple user selected notification channels
 - Supports mandated enrollment
 - VIP notification and auditing
 - Integration with HEAT auto ticketing
 - Supports Anytime Anywhere Access Strategy
- Cost
 - \$50,000 – Software Licenses (one time cost)
 - \$10,000 – Annual Maintenance
- Consensus agreement amongst ITS Stakeholders

ASPG's – Sample Current Clients



EMORY
UNIVERSITY



UNIVERSITY
OF
LOUISIANA
L a f a y e t t e



SAINT MICHAEL'S
COLLEGE FOUNDED
1904



HARVARD
UNIVERSITY



1785
The University of Georgia



Saint Peter's
UNIVERSITY



LSU



UNIVERSITY OF
ARKANSAS

Total Investment

ASPG	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	Total Five Year Cost*
License	\$50,000					\$50,000
Maintenance	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Subtotal	\$60,000	\$10,000	\$10,000	\$10,000	\$10,000	\$100,000

*Budget exists for this effort

Next Steps

- ITESC approval
- Contract negotiation
- Scheduling and dependencies
- Infrastructure planning and configuration
- End user documentation
- Training
- Campus rollout plan

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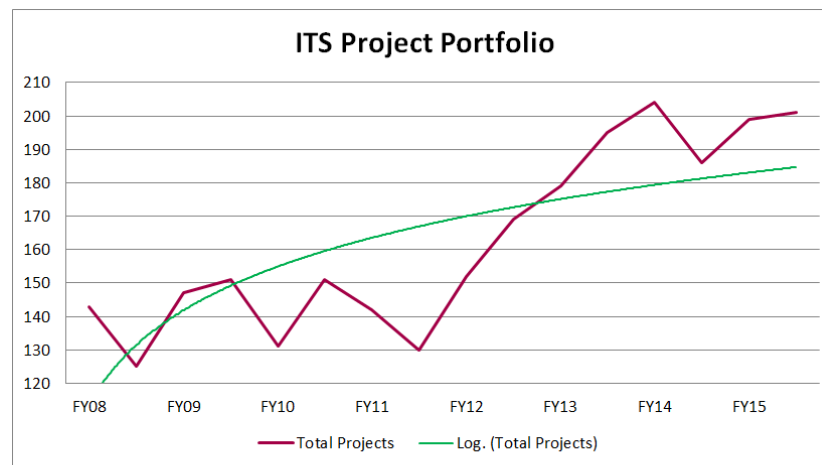
Plan of Record Tracking

POR Activity	Total Count	T-Shirt Sizing Breakdown				
		X-Large	Large	Medium	Small	X-Small
Original FY15 Q1-Q2 POR	199	17	39	80	52	11
Revised FY15 Q1-Q2 POR	199	18	40	79	51	11
New Projects Started	74	3	6	27	31	7
Final FY15 Q1-Q2 POR	273	21	46	106	82	18
Completed Projects	(58)	4	7	15	22	10
Forecasted Completed Projects	(16)	1	4	8	2	1
Duplicate / Canceled	(13)	0	3	7	3	0
Rollover Projects	186	16	32	76	55	7
New Projects not Started	15	2	4	8	1	0
FY15 Q3-Q4 POR (Draft)	201	18	36	84	56	7
Net Change	2	0	(4)	5	5	(4)

Project Sizing Trend

Portfolio Counts

T-Shirt Sizing	Work Effort	FY10	FY10	FY11	FY11	FY12	FY12	FY13	FY13	FY14	FY14	FY15	FY15
		Q1-Q2	Q3-Q4	Q1-Q2	Q3-Q4	Q1-Q2	Q3-Q4	Q1-Q2	Q3-Q4	Q1-Q2	Q3-Q4	Q1-Q2	Q3-Q4
TBD	TBD	2	1	1	2	0	0	0	0	0	0	0	0
X-Small	< 5 Days	15	8	6	4	6	10	13	12	12	10	11	7
Small	5-30 Days	14	44	35	28	34	44	43	58	56	55	52	56
Medium	31-60 Days	67	59	61	64	71	74	75	68	72	74	80	84
Large	61-120 Days	32	33	33	19	32	31	37	43	49	34	39	36
X-Large	>120 Days	1	6	7	18	9	10	11	14	15	13	17	18
		131	151	143	135	152	169	179	195	204	186	199	201



	Avg.	Min	Max	This Period
Portfolio	163	125	204	201



Capacity Estimates

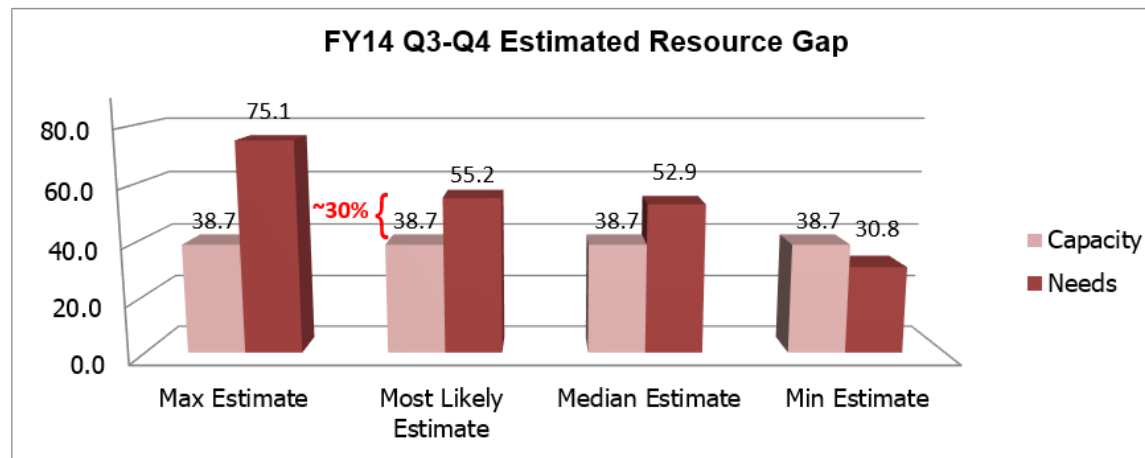
T-Shirt Sizing	Work Effort	Initial Project Count*	Project Effort** (FTE)
TBD	TBD	0	0.0
X-Small	< 5 Days	7	0.1
Small	5-30 Days	56	5.0
Medium	31-60 Days	84	16.2
Large	61-120 Days	36	13.8
X-Large	>120 Days	18	20.0
Total		201	55.2

* snapshot as of 12/03/14
 ** most likely scenario

ITS Capacity/Resource Calculations (FTE)	
Full Time	101.0
Part Time	3.3
Annual Total	104.3

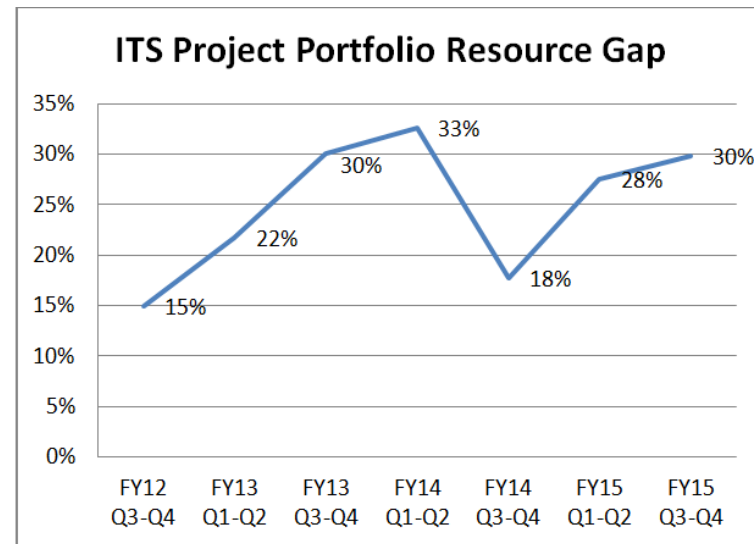
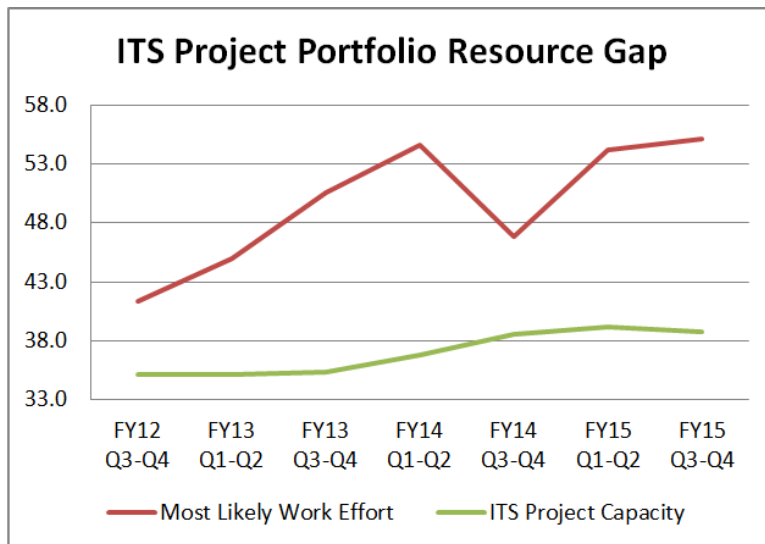
	Est. Effort Allocation	Est. Time Allocation	Estimate Gap
Admin.	26.1	26%	30%
Support	39.4	38%	
Project	38.7	37%	
Total	104.3	100%	

Most Likely Estimate Gap

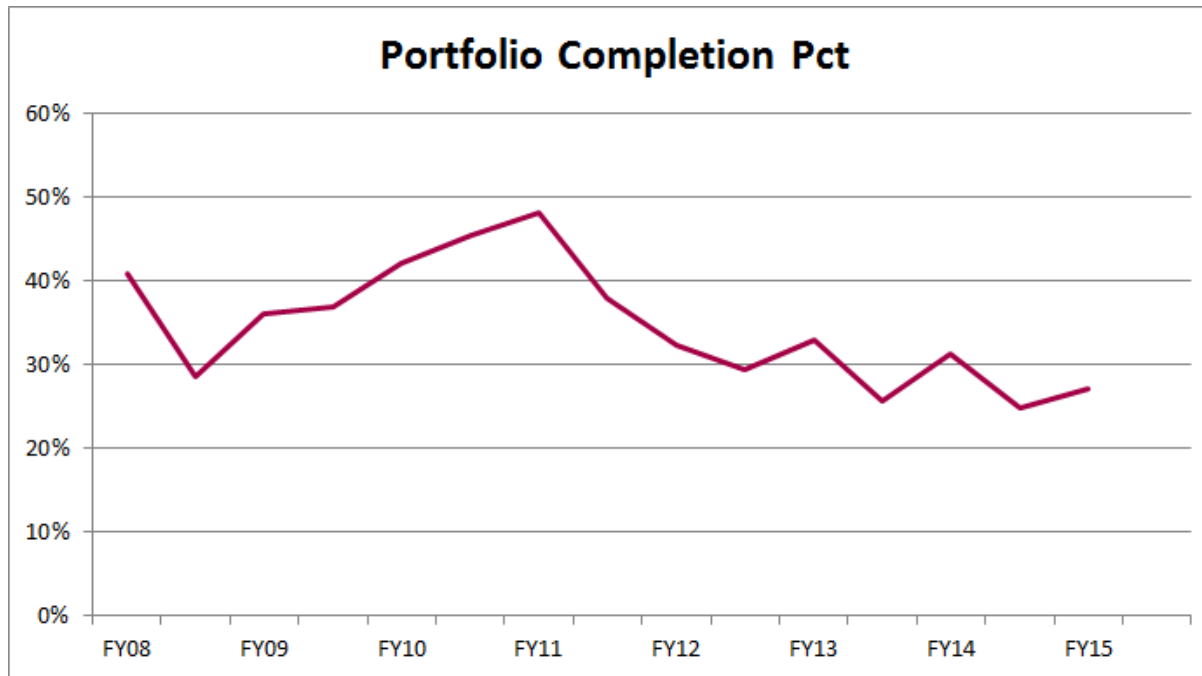


Portfolio Growth Details

	FY12 Q3-Q4	FY13 Q1-Q2	FY13 Q3-Q4	FY14 Q1-Q2	FY14 Q3-Q4	FY15 Q1-Q2	FY15 Q3-Q4	7 Period Growth
Portfolio Count	169	179	195	204	186	199	201	
Portfolio Growth	--	7%	11%	6%	-14%	9%	1%	16%
Most Likely Work Effort	41.4	45.0	50.6	54.6	46.9	54.2	55.2	
Most Likely Work Effort Growth	--	8%	11%	7%	-16%	13%	2%	25%
ITS Project Capacity	35.2	35.2	35.4	36.8	38.6	39.2	38.7	
ITS Project Capacity Growth	--	0%	1%	4%	5%	2%	-1%	9%
Estimated Resource Gap	15%	22%	30%	33%	18%	28%	30%	



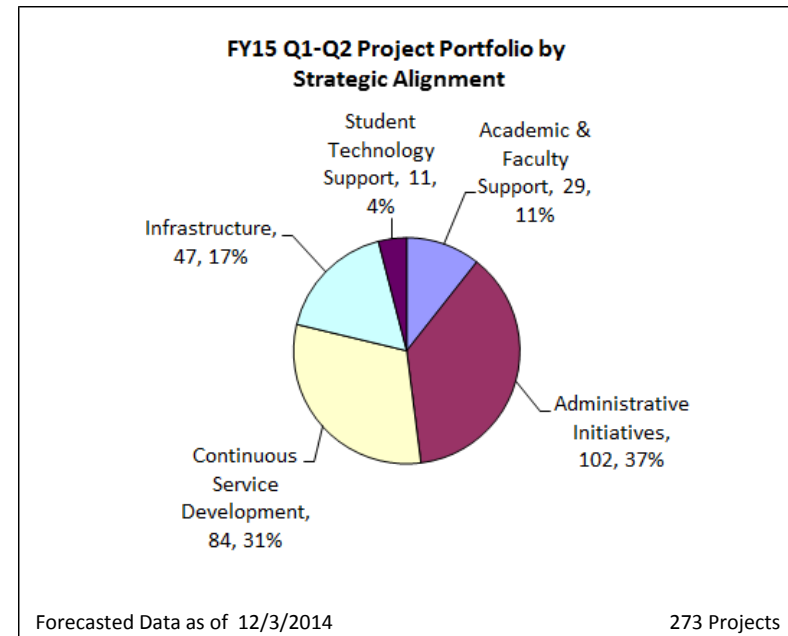
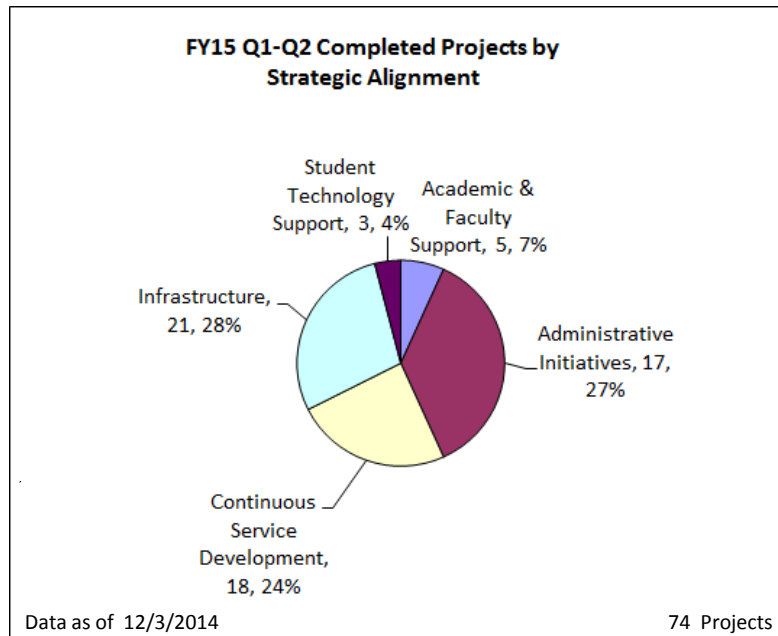
Completed Project Forecast



74 projects
forecast
completed
this period

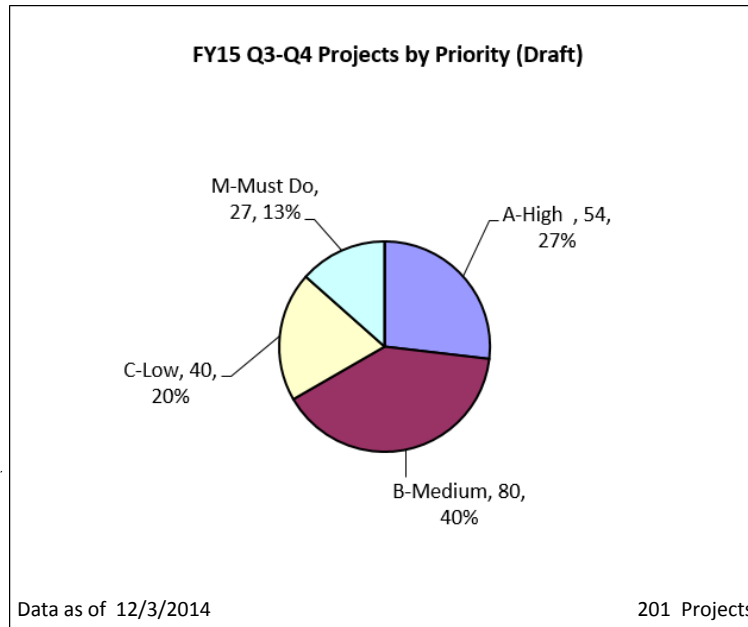
	Avg.	Min	Max	This Period
Completed Pct.	35%	25%	48%	27% (forecasted)

FY15 Q1-Q2 Completed Projects Forecast

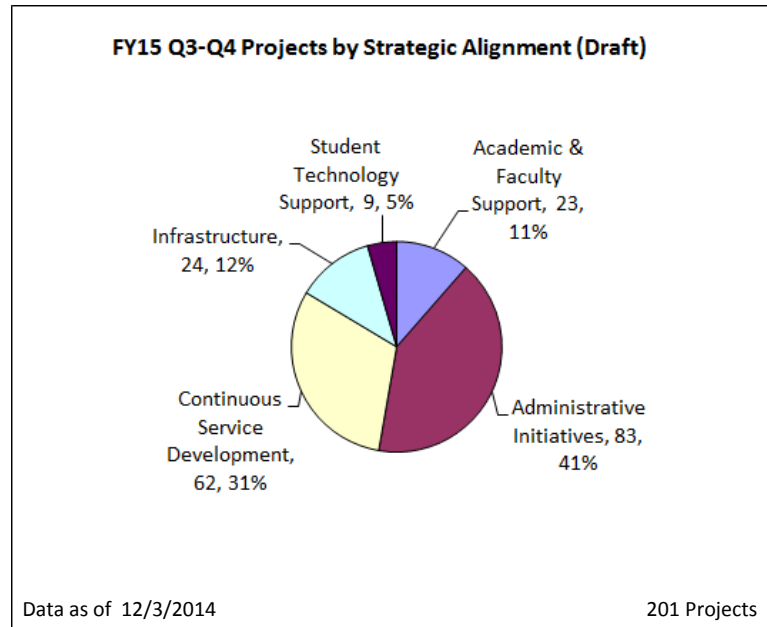


Strategic Category	Completed Count	Completed Percent	Portfolio Percent	Net Difference
Academic & Faculty Support	5	7%	11%	-4%
Administrative Initiatives	27	36%	37%	-1%
Continuous Service Development	18	24%	31%	-6%
Infrastructure	21	28%	17%	11%
Student Technology Support	3	4%	4%	0%
	74			

FY15 Q3-Q4 Plan of Record (Draft)



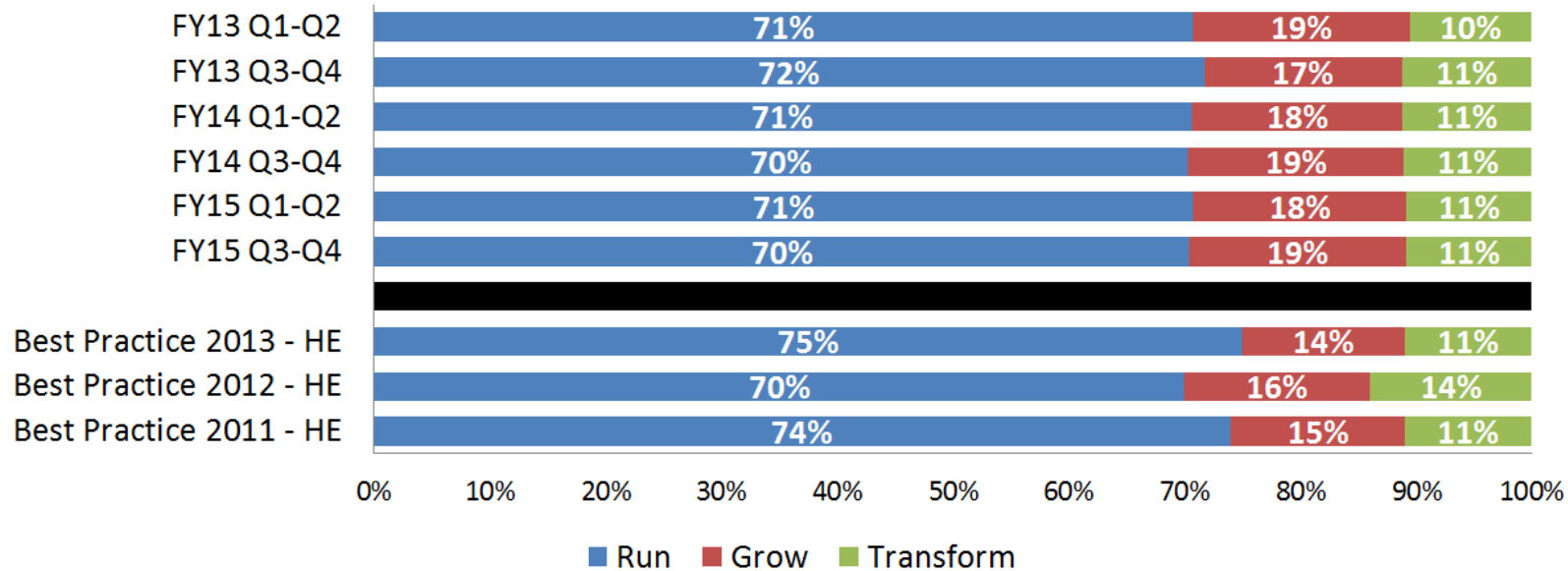
Priority	Count
A-High	54
B-Medium	80
C-Low	40
M-Must Do	27
	201



Strategic Alignment	Count
Academic & Faculty Support	23
Administrative Initiatives	83
Continuous Service Development	62
Infrastructure	24
Student Technology Support	9
	201

ITS Project Portfolio Impact

Portfolio Strategic Breakdown - History



Run – Ongoing operations

Grow – Information systems and services to optimize performance

Transform – New technologies and processes that fundamentally promote change

FY15 Q3-Q4 ITS Pre-Approved/Established Projects

Priority	Row Nbr	Program Group	Prior PRB Ranking	T-Shirt Sizing	Status	Est. Compl. (QTR)	Primary Customer
	28-38	LOCUS Enhancements (5)	Not Provided for Ranking	XLarge	Active	TBD	Enterprise/ Multiple
A	28	Financial Aid - Loan/Disbursement - 2014-15		Medium	Active	Q3 FY15	Information Services
A	29	Student Data Collection Enhancements - 2014		Medium	Active	Q3 FY15	Student Development - Office
A	30	Transferology Extracts		Medium	Active	Q3 FY15	Registration & Records
A	31	Slate UAO to LOCUS interfaces for Slate Arrupe College		Medium	Active	Q4 FY15	Information Services
A	32	Enhancements to LOCUS Immunization Processing - Phase II		Large	Active	Q1 FY16	Wellness Center
A	33	LOA Students on My Advisees		Small	Pending	TBD	Institute of Pastoral Studies
A	34	Halas Student Extract - change to eligibility		Small	Pending	TBD	Office of The Bursar
A	35	Speical GPA for PLST students		Small	Pending	TBD	Registration & Records
A	36	Review of Admission Interface data and architecture		Large	Pending	TBD	Registration & Records
A	37	Engaged Learning module enhancement - implement support for Int'l addresses		Medium	Pending	TBD	Center for Experiential Learning
A	38	Engaged Learning module enhancement - Faculty printing of agreements		Small	Pending	TBD	Center for Experiential Learning
	39-42	Enterprise Content Management (4)	Not Provided for Ranking	XLarge	Active	Q4 FY15	Enterprise/ Multiple
A	39	Electronic Document Retention		Large	Active	Q4 FY15	Information Services
A	40	Treasury-Cash Mgmt ECM Implementation - Phase 3		Medium	Pending	Q4 FY15	Finance-Office of VP-CFO
A	41	HR ECM - Student ePAF		Large	Active	Q3 FY15	Human Resources:Office of VP
A	42	HR ECM - Wage Garnishments, Performance Eval and Salary Planning		Large	On Hold	Q3 FY15	Human Resources- Office of the VP
	43	Business Intelligence/Data Warehouse Program Management (1)	Not Provided for Ranking	XLarge	Active	Q2 FY16	Academic Affairs/ Information Technology Services
A	43	Business Intelligence/Data Warehouse Program Management		XLarge	Active	Q2 FY16	Information Services
	44-46	LUHS/LUC/HSD Technology Program (3)	Not Provided for Ranking	XLarge	Active	Q4 FY15	Health Sciences Division/ Information Technology Services
A	44	Application Access and Authentication for HSD		XLarge	Active	Q2 FY16	Information Services
A	45	Migration of HSD/SSOM Desktops		XLarge	Active	Q4 FY15	Information Services
A	46	LUHS/LUC/HSD Technology Program		XLarge	Active	Q4 FY15	Info Services: Office of VP

FY15 Q3-Q4 ITS Pre-Approved/Established Projects

Priority	Row Nbr	Program Group	Prior PRB Ranking	T-Shirt Sizing	Status	Est. Compl. (QTR)	Primary Customer
	47-51	Information Security Program (5)	Not Provided for Ranking	XLarge	Active	TBD	Information Technology Services
A	47	Oracle CPUOCT2014 Security Patches for Locus and Oracle Databases		Small	Active	Q3 FY15	Information Technology Services
A	48	Network Access Control Improvements		Medium	Active	Q1 FY16	Information Technology Services
A	49	LOCUS Security Admin Role Audit & Review		Large	Active	Q1 FY16	Information Technology Services
A	50	Information Security Awareness		Large	Active	Q2 FY16	Information Technology Services
A	51	High Security Lab Environment/Security Operations Center		Medium	Pending	TBD	Information Technology Services
	52-60	BCDR/Failover (9)	Not Provided for Ranking	XLarge	Active	TBD	Information Technology Services
A	52	DR - LOCUS		XLarge	Active	Q4 FY15	Information Services
A	53	Disaster Recovery Planning		Large	Active	Q2 FY17	Information Services
A	54	Disaster Recovery Plan Development		Large	Active	Q2 FY17	Info Services: Office of VP
A	55	DR- LuWare		Large	On Hold	TBD	Information Services
A	56	DR - WebFocus		Large	Pending	Q4 FY15	Information Services
A	57	DR - Lawson		XLarge	Pending	Q4 FY15	Information Services
A	58	DR - Kronos		Large	Pending	Q4 FY15	Information Services
A	59	DR - RDS and the EDW		XLarge	Pending	Q4 FY15	Information Services
A	60	Disaster Recovery for VPN		Medium	Pending	TBD	Information Services

FY15 Q3-Q4 ITS Project Prioritization Worksheet

Pri	Row Nbr	Program Group	Recommended Ranking	Prior ITESC Ranking	Prior PRB Ranking	T-Shirt Sizing	Status	Est. Compl. (QTR)	Primary Customer
A	61-67	Lawson/Kronos (7)	1	10 (partial)	4	Xlarge	Active	Q4 FY16	Enterprise/Multiple
A	68-70	Maxxess (3)	2	1	3	Xlarge	Active	TBD	Enterprise/Multiple
A	71	25Live Decentralized Scheduling for Multi-Purpose Rooms	3	2	7	Xlarge	Active	Q4 FY15	Student Development Office
A	72	Parking Access and Receivables Control System - Replacement	4	8	5	Xlarge	Active	Q4 FY15	Campus Transportation
A	73	Parking Permit Management and Enforcement Phase II	5	6	9	Medium	Active	Q4 FY15	Campus Transportation
A	74-76	Advancement (3)	6	--	6	Xlarge	Active	Q2 FY16	Development and Donor Services
A	77	Online Performance Management System	7	9	8	Medium	Active	Q3 FY15	Human Resources
A	78	Salary Planning Application for HSD Faculty	8	--	10	Medium	Active	Q3 FY15	Finance-Office of VP-CFO
A	79	Replacement of Access-Based Tutoring System	9	--	11	Medium	Pending	TBD	Tutoring, Learning Assistance Center
A	80	Upgrade Library Management Systems	10	--	Not provided for ranking	Medium	Pending	Q4 FY15	University Libraries
A	81	Next Stop 2015 - Integration with Mercury	11	--	Not provided for ranking	Small	Pending	Q3 FY15	Residence Life

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2014-2015 ITESC Schedule

August 12, 2014 - Tuesday, 1:30-3:30 PM

- eTranscript Technology Assessment Committee Recommendation
- Security Incident
- PII/PCI Program Updates

October 9, 2014 - Thursday, 1:30-3:30 PM

- Technology Briefing
- Anytime Anywhere Access Discussion

December 11, 2014 - Thursday, 1:30-3:30 PM

- Major Projects Status Reviews
- Project Portfolio Prioritization

January 29, 2015 - Thursday, 1:30-3:30 PM

- Technology Scorecard

March 12, 2015 - Thursday, 1:30-3:30 PM

May 14, 2015 - Thursday, 1:30-3:30 PM

June 25, 2015 - Thursday, 1:30-3:30 PM

- Project Portfolio Prioritization

August 13, 2015 - Thursday, 1:30-3:30 PM

October 15, 2014 - Thursday, 1:30-3:30 PM

December 15, 2015 - Tuesday, 1:30-3:30 PM

- Project Portfolio Prioritization