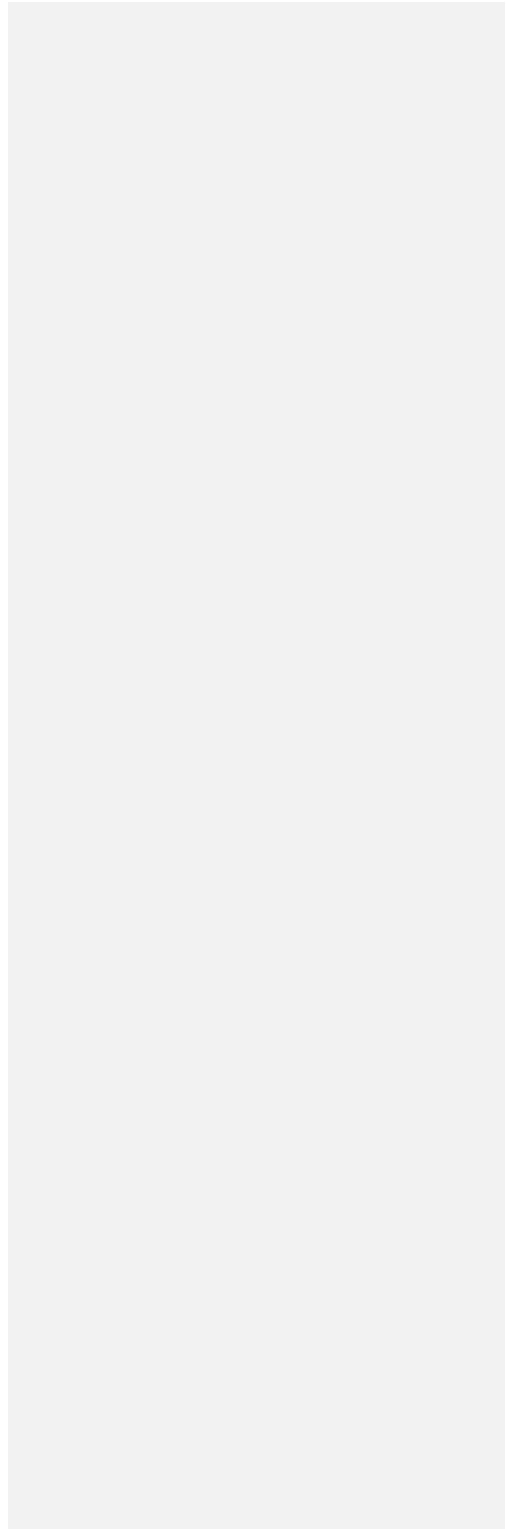


Project Charter

UA Google Transition



Contents

[Project Summary](#)

[Scope](#)

[Out-of-Scope](#)

[Goals and Objectives](#)

[Deliverables](#)

[Schedule](#)

[Stakeholders](#)

[Resources](#)

[Project Leadership](#)

[Project Team](#)

[Ongoing Use and Maintenance Roles](#)

[Flexibility Matrix](#)

[Risks, Constraints, Assumptions](#)

[RACI Matrix for Project Success](#)

Project Summary

On April 14th, 2016, final Statewide Transformation Team decisions were released to the University of Alaska (UA) community. One of these decisions was to establish a single email and calendaring solution through Google Apps to streamline communication and calendaring. This project was originally scheduled to be completed in 30 days, tasking Chief Information Technology Officers (CIOs) as responsible for applying the necessary resources needed to complete the project. To date, phase I of the project has been completed however technical tasks, training and completion of audit findings remain outstanding. Phase II of the UA Google Transition project will complete these remaining tasks, bringing UA onto one email and calendaring solution.

Scope

1. The University of Alaska After Action Report will be reviewed and action items pertaining to email and calendaring will be completed.
2. Technical Tasks remaining from Phase I of the UA Google email and calendaring transition will be completed.
3. Training on the use of Google email and calendaring will be provided.
4. Policy creation for technical workflows and/or business processes will be documented.
5. A communication plan will be developed to inform UAA faculty and staff of project status and next steps. Communication will occur at the campus level and also from Statewide.

Out-of-Scope

- Development of UA specific training materials for asynchronous and static documentation is out of scope. Instead, users will be directed to the volumes of training that already exists via external mechanisms, such as Linda.com, Atomic Learning, Google Help and YouTube.
- 3rd Party Application modifications will be addressed in phase III.
- Multifunction device migration will be addressed in phase III.
- CBPP Public Folders will be addressed in phase III.
- New configurations for DKIM/SPF/DMARC that are not pre-existing in exchange are out of scope for this project.
- Google Apps as an Identity Access Management solution.

Goals and Objectives

1. Review and complete action items pertaining to email and calendaring from the University of Alaska After Action Report.
 - a. Follow the Immediate Draft Work Plan focusing on the topic of email and calendaring.
2. Provide training, support, and consultation for UAA & UAS end users on Google Applications (synchronous in person, synchronous remote, asynchronous and static documentation) including UAA & UAS IT resources.
 - a. Provision of Synchronous In Person Training-
 - i. Work with UAA & UAS to identify groups of end users and conduct a training needs assessment to identify areas of need. Based upon the needs assessment, if training doesn't already exist addressing these needs, develop training, and if necessary, become familiar with UAA & UAS specific tools.
 - ii. Identify groups of end users requiring in person training sessions, develop and communicate associated schedule and location. To include UAA / UAS Support Centers,

- campus Instructional Designers and those in charge of faculty development so Google training becomes sustainable at the local campus level.
- b. Provision of Synchronous Remote Training-
 - i. Identify groups of end users requiring synchronous remote training sessions, develop and communicate associated schedule and location. To include UAA / UAS Support Centers, campus Instructional Designers and those in charge of faculty development so Google training becomes sustainable at the campus level.
 - c. Provision of Asynchronous Training Materials and Static Documentation-
 - i. Identify and gather training resources (such as Google Help, Atomic Learning, Lynda.com and YouTube) then communicate these training resources to end users.
3. Validate and deliver robust documentation on backend infrastructure (setup, configuration & maintenance)
 - a. Consolidate and revise current Google Apps documentation to focus on UA specific configuration. Revise the wiki for Google Apps and provide UAA access. All documentation and diagrams will be available via the wiki.
 - i. Develop architecture diagrams showing various services interacting with Google. Examples include: the servers and services involved in mail routing, interactions between Elmo, mailman, seven, shady, UAS exchange, UAA exchange, firewalls, forwarding rules and Google.
 - ii. Diagrams showing configuration items involved during authentication, mail routing and the opt-in process will also be created.
 4. Provide best practices and procedures for account provisioning, de-provisioning, Google Drive sharing and global security settings.
 - a. Create a policy to provision and deprovision accounts in UA Google Apps and Active Directory to address the removal of email forwards after UA employee termination.
 - b. Develop workflow diagrams explaining account provisioning / deprovisioning, account maintenance, user name changes and account suspension, to include detailed information on process inputs, outputs, triggers and other documentation, as needed.
 5. OIT to work in step with UAA IT staff to ensure configuration meets their finer technical needs / requests.
 - a. Implement UAA's Data Loss Prevention (DLP) policy in UA Google Apps to allow UAA business processes built on separate student, staff and faculty email accounts to be reproduced. Where this is unable to be accomplished technically, change UAA business processes to allow for the use of a single email and calendaring solution.
 - b. Complete UAA departmental email account migration, mail migrations for those who want more than 90 days of history, support for MAC users, resource account creation, mailman modifications and tuning and creation of distribution lists.
 - c. Configure Google App's Sender Policy Framework (SPF) by developing an access or "white" list of servers allowed to send messages. Access will default to denied unless the server is on the "white" list.
 - i. Evaluate servers, review configuration and document, determine admin process to add/change/delete.
 - d. Domain Message Authentication Reporting and Conformance (DMARC) configuration and documentation.
 - i. Review current configuration and document, determine admin process to add/change/delete.
 - e. Transport Layer Security (TLS) configuration and documentation.

- i. TLS is currently set to optional for all domains. Review configuration for security best practice, identify impacts associated with keeping it optimal or changing it to mandatory, documenting the review and decision made.
- f. Enable administrator multi-factor authentication
 - i. Coordinate with administrators to enable and configure for security best practices.
- g. Configure Domain Keys Identified Mail (DKIM) once SPF and DMARC are configured.
 - i. Obtain the existing DKIM configuration in exchange and replicate in Google Apps.
 - ii. Obtain UAA's key for their Domain Name System (DNS) records and add this to Google's DNS record.
 - iii. Coordinate with UAA to ensure that every service sending an email from @alaska.edu contains the cryptographic key, including all scripts and chronology jobs.
- 6. Complete configuration of the Global Address List (GAL)
 - a. Configure the GAL to be available in UA Google Apps, working with UA General Council, as needed.
 - b. Suppress the UA ID, or 30 million number, from the directory profile.
- 7. Re-validate existing HIPAA technical configuration
 - a. Re-sign the currently valid, Data Processing Amendment (DPA) and HIPAA Business Associate Agreement (BAA) to reflect signatures of current UA information technology leadership.
 - b. Review HIPAA configuration of Google Apps with external auditor to ensure compliance.
- 8. UAA campus wide communication of project status
 - a. Develop communication plan in coordination with UAA CIO.
 - b. UAA CIO to proactively communicate project status to UAA faculty and staff.
 - c. A project website presenting weekly project updates and other project documentation will be maintained by Statewide.

Deliverables

1. Complete items from the After Action Report Immediate Draft Work Plan
2. Conduct Training Needs Assessment
3. Develop Synchronous In Person Training Plan
4. Develop Synchronous Remote Training Plan
5. Conduct Synchronous In Person Training
6. Conduct Synchronous Remote Training
7. Provide training links of Asynchronous Training Materials and Static Documentation
8. Validate and deliver robust documentation on backend infrastructure (setup, configuration & maintenance)
9. Update wiki for Google Apps
10. Create policy and workflow diagrams for account provisioning / deprovisioning / maintenance
11. Implement DLP & document
12. Complete UAA departmental account email migration
13. Configure SPF & document
14. Configure DMARC & document
15. Configure TLS & document
16. Enable administrator multi-factor authentication
17. Configure DKIM & document
18. Configure GAL
19. Re-sign the currently valid DPA & BAA

20. Confirm HIPAA configuration
21. Frequent communication of project status to UAA faculty & staff by local UAA representatives
22. Create a Project Website providing weekly project updates and other project documentation

Schedule

ID	Task Name	Start	Finish	Duration	Jan 2017			Feb 2017			Mar 2017					
					1/8	1/15	1/22	1/29	2/5	2/12	2/19	2/26	3/5	3/12	3/19	
1	Complete Immediate Draft Work Plan	1/9/2017	3/3/2017	40d	[Gantt bar from 1/9 to 3/3]											
2	Conduct Training Needs Assessment	1/9/2017	1/27/2017	15d	[Gantt bar from 1/9 to 1/27]											
3	Develop Synchronous In Person Training Plan	1/30/2017	2/10/2017	10d	[Gantt bar from 1/30 to 2/10]											
4	Develop Synchronous Remote Training Plan	1/30/2017	2/10/2017	10d	[Gantt bar from 1/30 to 2/10]											
5	Conduct Synchronous In Person Training	2/13/2017	3/3/2017	15d	[Gantt bar from 2/13 to 3/3]											
6	Conduct Synchronous Remote Training	2/13/2017	3/3/2017	15d	[Gantt bar from 2/13 to 3/3]											
7	Asynchronous Training Materials and Static Documents	1/9/2017	1/20/2017	10d	[Gantt bar from 1/9 to 1/20]											
8	Robust documentation on backend infrastructure	1/9/2017	3/31/2017	60d	[Gantt bar from 1/9 to 3/31]											
9	Update wiki for Google Apps	1/9/2017	3/31/2017	60d	[Gantt bar from 1/9 to 3/31]											
10	Policy and workflow diagrams for account provisioning / deprovisioning / maintenance	1/9/2017	3/31/2017	60d	[Gantt bar from 1/9 to 3/31]											
11	Implement DLP & document	1/9/2017	2/28/2017	37d	[Gantt bar from 1/9 to 2/28]											
12	Complete UAA departmental account email migration	1/9/2017	3/31/2017	60d	[Gantt bar from 1/9 to 3/31]											
13	Configure SPF & document	1/9/2017	1/31/2017	17d	[Gantt bar from 1/9 to 1/31]											
14	Configure DMARC & document	1/9/2017	2/28/2017	37d	[Gantt bar from 1/9 to 2/28]											
15	Configure TLS & document	1/9/2017	3/15/2017	48d	[Gantt bar from 1/9 to 3/15]											
16	Enable administrator multi-factor authentication	1/9/2017	1/31/2017	17d	[Gantt bar from 1/9 to 1/31]											
17	Configure DKIM & document	1/9/2017	2/28/2017	37d	[Gantt bar from 1/9 to 2/28]											
18	Configure GAL	1/9/2017	3/31/2017	60d	[Gantt bar from 1/9 to 3/31]											
19	Re-sign the currently valid DPA & BAA	1/9/2017	3/31/2017	60d	[Gantt bar from 1/9 to 3/31]											
20	Confirm HIPAA configuration	1/9/2017	3/31/2017	60d	[Gantt bar from 1/9 to 3/31]											
21	Frequent communication to UAA faculty & staff	1/9/2017	3/31/2017	60d	[Gantt bar from 1/9 to 3/31]											
22	Project Website	1/9/2017	2/1/2017	18d	[Gantt bar from 1/9 to 2/1]											

Stakeholders

<u>Role</u>	<u>Campus</u>	<u>Name and title</u>	<u>Interest/Impact</u>
Stakeholder	UAA	Adam Paulick, UAA CIO	Provides UAA resources towards the project
Stakeholder	UAF	Martha Mason, UAF CIO	Provides UAF resources towards the project
Stakeholder	UAA	All UAA Faculty	UAA faculty use UA email and calendaring through Google Apps
Stakeholder	UAA	All UAA Staff	UAA staff use UA email and calendaring through Google Apps
Stakeholder	UAA	Dave Fitzgerald, President of UAA Faculty Senate	Point of Contact for Faculty Senate communication & coordination
Stakeholder	UAA	Liz Winfree & Chris Triplett, Co-President of UAA Staff Council	Points of Contact for Staff Council communication & coordination
Stakeholder	SW / UAF	Office of Information Technology System Engineering (OIT-SE)	Provides SW/UAF technical resources
Stakeholder	UAA	Infrastructure Services	Provides UAA technical resources
Stakeholder	SW	Statewide Transformation Team	Made the recommendation to consolidate UA onto one email and calendaring solution
Stakeholder	SW	Jim Johnsen, President of the University of Alaska	Tasked each campus with using Google Apps for email and calendaring
Stakeholder	SW	Karl Kowalski, Chief Information Technology Officer	Accountable for implementation of the project

Resources

Project Leadership

Role <small>(See Appx. A for role definitions.)</small>	Name and title	Interest
Project Sponsor(s)	Karl Kowalski, Chief Information Technology Officer	Accountable for implementation of the project
Project Champion(s)	Jim Johnsen, President of UA	Tasked each campus with using Google Apps for email and calendaring
Functional Project Owner(s)	Tom Langdon, Manager of OIT Customer Support Services and Adam Paulick, UAA CIO	Responsible for application of technical resources
Project Manager	Toni Abbey, OIT Project Manager	Manages the project to completion

Project Team

Role <small>(See Appx. A for role definitions.)</small>	Name and title	Purpose
Developer & Subject Matter Expert (SME)	Travis Payton, System Engineer	Completes technical tasks for OIT-SE
Developer & SME	Walker Wheeler, System Engineer	Completes technical tasks for OIT-SE
Developer & SME	Adam Paulick, Director of UAA Infrastructure Services and Acting UAA CIO	Completes technical tasks for UAA
Developer & SME	Johnny Johnson, UAA Information Technology Services	Completes technical tasks for UAA
Training	Gary Bender, Lead for Training and Engagement	Provides training
UAA Faculty Senate	Dave Fitzgerald, President of UAA Faculty Senate	Point of Contact for Faculty Senate communication & coordination
UAA Staff Council	Liz Winfree & Chris Triplett, Co-President of UAA Staff Council	Point of Contact for Staff Council communication & coordination
UAA Instructional Designers	?????	Able to provide training to UAA faculty on Google email and calendaring, making the use of Google sustainable at the campus level

Commented [1]: Who else needs to be added to team members? Are there are more people out of the Training department, OIT-SE and at UAA who are going to work on this project?

Commented [2]: Who else needs to be added to team members? Are there are more people out of the Training department, OIT-SE and at UAA who are going to work on this project?

Commented [3]: Who else needs to be added to team members? Are there are more people out of the Training department, OIT-SE and at UAA who are going to work on this project?

Commented [4]: Who else needs to be added to team members? Are there are more people out of the Training department, OIT-SE and at UAA who are going to work on this project?

Commented [5]: Who else needs to be added to team members? Are there are more people out of the Training department, OIT-SE and at UAA who are going to work on this project?

UAA Support Center	Diane Byrne, Service Center Director	Provides resources from the UAA Service Center including technical and training, making the use of Google sustainable at the campus level
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Ongoing Use and Maintenance Roles

<u>Role</u> (See Appx. A for role definitions.)	<u>Department</u>	<u>Purpose</u>
Contract Administration	OIT- System Engineering	Manages the contract for Google Apps
OIT Support	OIT- System Engineering	Provides enterprise support for Google Apps in OIT
UAA Support	UAA Infrastructure Services	Provides enterprise support for Google Apps at UAA

Flexibility Matrix

	Least Adjustable	Moderately Adjustable	Most Adjustable	Discussion
Scope	√			The end result of this project is that everyone at UA will be on one email and calendaring solution. This is the most restrictive aspect of the project.
Schedule		√		As long as the scope is accomplished successfully, the schedule is able to be defined by the project team, allowing for moderate adjustments.
Budget			√	In-person training requires travel as well as in-person technical assessments and troubleshooting. Budget is adjustable to account for these costs.

Risks, Constraints, Assumptions

<u>Risk/Constraint/Assumption</u>	<u>Item</u>	<u>Discussion</u>
Constraint	The team will be constrained by UA's academic calendar	The team will anticipate resource constraints and plan around them

Assumption	This project has already been started and remaining tasks are well documented	Technical tasks, training and audit findings are well documented from the first phase of this project. It is assumed that this is the second phase of the project to establish a single email and calendaring solution at UA
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RACI Matrix for Project Success

Roles	Responsible	Accountable	Consulted	Informed
Project Sponsor		√		
Project Champion			√	√
Functional Project Owner	√			
Application Administrator			√	√