ITTPO PROJECT CHARTER

The Project Charter is used to initiate the project effort. It captures requirements, assumptions, risks, and deliverables needed to effectively scope the project. The Project Charter-Light is provided as a convenient alternative to the standard charter for projects that have well-defined Statements of Work (SoW) or other documentation that captures details normally detailed in the standard charter. It provides the "definition of done" used moving forward throughout the project lifecycle. This template may also be used for projects or initiatives not subject to governance and tracking within the IT Transformation Program Office. If you have questions about this template please contact the IT Transformation Program Office at ITTransformation-g@vt.edu.

DEPARTMENT / OFFICE NAME: IT Security Office (ITSO)

KEY PROJECT INFORMATION			
This table should be completed by ITTPO or the Project Manager; it provides general information about the project.			
PROJECT NAME	6.3 - Identity and Access Management		
SPONSORS NAMES	Scott Midkiff & Zo Qazi	**IT OWNER NAME**	Ryan McDaniel
SPONSOR ORG	Division of IT	**IT OWNER ORG**	Secure Identity Services
SPONSOR PROJECT MANAGER	Will Jones	**IT PROJECT MANAGER**	Kevin Duncan
GROUPS IMPACTED	**Affiliation Groups** [x] Employees [x] Students [x] Alumni [ ] Other: \<specify here\>	**Functional Domains** [ ] Instruction and Learning [ ] Research [ ] Student/Academic Administration [ ] University Administration [x] Other: Identity and Access Management	
VT STRATEGIC PLAN ALIGNMENT	Advancing Beyond Boundaries Strategic Priority 4: Ensure Institutional Excellence		
DOCUMENT AUTHOR	Will Jones	**DOCUMENT DATE**	10/26/2022

REVISION HISTORY			
VERSION	**DATE**	**ORGANIZATION/AUTHOR**	**DESCRIPTION OF CHANGES**
1.0	10/26/2022	SIS	Initial Charter Light/First Draft

NOTE TO ALL USERS
Helper-text in white table cells bound by "< >" are designed to help the user with content. Once the user starts typing, the helper texts will automatically be written over and removed. Texts in table cells shaded gray are fixed and shouldn't be edited. After completing the document, update the **Table of Contents** by "right-clicking" and selecting "update field" to update the page numbers for each section as they may have changed. Make sure to update the cover page, version history, and headers/footers as well. If you have any questions about this template, please contact the IT Transformation Program Office at ITTransformation-g@vt.edu.

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EXECUTIVE SUMMARY

Provide a brief description of the project, the issue/s the solution will resolve (the problem statement) and the capabilities the solution will provide. Also include names of any vendors involved in the project

Executive Summary Project 6.3A (Identity Governance & Administration):

Working Group
In January of 2018, the Vice President of IT and CIO commissioned a working group to examine a possible solution to several challenges facing Virginia Tech around data access and authorization:
- An increasing demand for access to more data for both reporting and planning.
- A growing number of heterogeneous data sources including local data and data in hosted systems.
- More complex and more dynamic affiliations, roles, and organizational structures for the groups and individuals that need to access university data.
- An increasing number and growing scope of compliance requirements for data and system access.

Role Based Access Control (RBAC) was at the front of the list for possible solutions to address these challenges. The RBAC Working Group was charged with assessing the drivers and use cases for RBAC, collect and examine RBAC work examples at Virginia Tech and other universities, identify and evaluate various approaches to realize RBAC capabilities, and make a recommendation for projects to implement an RBAC approach at Virginia Tech.

Working Group Findings
The RBAC Working Group completed its investigation and submitted its findings to the VPIT and CIO in October of 2018.[2] The working group reviewed several university use cases, existing processes and systems, and looked at solutions implemented at other universities.

Executive Summary Project 6.3B (IAM Governance Framework):

Background/Problem Statement
   IAM Governance has never been well defined at Virginia Tech. While Secure Identity Services (SIS) is the primary Identity and Access Management unit within Virginia Tech and manages the IAM focused Virginia Tech IT Standards, both SIS's role and the IT IAM Standards have focused on specific IAM systems and SIS's role has not been defined nor IT IAM standards structured in terms of overseeing the larger IAM architecture and IAM program operations at Virginia Tech generally. Further, while SIS has some IAM program functions operational, how these functions are overseen or governed is not documented in a clear and structured program framework. In other cases, IAM program governance functions may not exist or no person or group is defined as the responsible party. These gaps bring significant risk to the university as a critical cyber security program function's governance is not well defined and may have critical gaps.

PROJECT DESCRIPTION

Provide a brief description or overview of the project and proposed solution including, but not limited to, what it is and what the solution will do.

Project 6.3A (Identity Governance & Administration):
This project is being executed to implement a hybrid RBAC/ABAC solution for Virginia Tech. The proposed solution would involve the creation of Enterprise Roles with enhanced ABAC capabilities to allow Virginia Tech to implement a solution that will address all the issues identified by the 2018 internal audit, working group findings, and well as objectives identified by the 2019-22 DoIT strategic plan. This project is being executed to implement a hybrid RBAC/ABAC solution for Virginia Tech. The proposed solution would involve the creation of Enterprise Roles with enhanced ABAC capabilities to allow Virginia Tech to implement a solution that will address all the issues identified by the 2018 internal audit, working group findings, and well as objectives identified by the 2019-22 DoIT strategic plan.

Project 6.3B (IAM Governance Framework):
The IAM Governance Framework project will design, document, and implement an IAM Governance Framework that will govern the IAM program at Virginia Tech. This consists of identification of governance functions and mechanisms of governance operations, documentation of the framework, initiation of needed workgroups, assignment of any new responsibilities to individuals or teams, and required IT policy and standards updates.

PROJECT SCOPE

Describe the overall scope of the Project. Project Scope definition is required to ensure that a project includes all the work and activities necessary to fulfill the goals. It is concerned primarily with controlling what activities fall within scope and what is outside of scope.

The project includes the following:
What is "in scope"

Project 6.3A: Sub-Projects #1 - #4 (Identity Governance & Administration)
The scope of each of the sub-projects authorized by this Program includes:
- Sub-Project #1 – DSAAP Access Policy Management
  - Implement Grouper
- · Sub-Project #2 – Service Data Access Mapping Administration Framework
  - Design Service Data Access Administration Approach
  - Design Service Data Access Administration Process
  - Define and Assign Service Data Access to Enterprise Roles
    - Mapping of Granted Authorities to Enterprise Roles may be limited to specific key use cases such as Banner, groups, and or entitlements.
  - Implement Service Data Access Administration Process
- · Sub-Project #3 - Enterprise Roles Administration Framework
  - Design Enterprise Role Approach
  - Design Enterprise Role Administration Process
  - Define and Assign Enterprise Roles

PROJECT SCOPE

- ▪ Assignment of Enterprise roles may be limited to a pilot group of employees
  - Implement Enterprise Role Administration Process
- · Sub-Project #4 - Implement Identity Governance & Administration Service
  - Architect an enterprise level solution for Identity Governance
  - Implement MidPoint via Unicon engagement
  - Implement proposed service solution including 1 or more applications including the following service components:
    - ▪ Enterprise Role Administration
    - ▪ Data Access Administration
    - ▪ ABAC Policy Administration
    - ▪ Hybrid Policy Enforcement
    - ▪ Access Request Processing
      - Request Interface
      - Approval Workflow
    - ▪ Granted Authorities Provisioning/Deprovisioning for IT Resources

Project 6.3B: Sub-Project #5 (IAM Governance Framework)
The scope of this sub-project authorized by this Program includes:
- Sub-Project #5 - IAM Governance Framework
  - Define and document the IAM Governance Framework
  - Define, create, and document any missing IAM Governance functions.
  - Define and document any existing IAM Governance functions.
  - Create IAM Governance webpages to publish governance framework documentation.
  - Update IT Policy 7040
  - Update or add IT IAM Standards

The project *does not* include the following:
What is "out of scope"

Project 6.3A: Sub-Projects #2 - #4 (Identity Governance & Administration)
- Implementing new flows for:
  - Access Request Processing
  - Granted Authorities provisioning/deprovisioning
- Replacement of ALL existing Access Request Processing
- Decommissioning of existing services or applications
- Integration with Authentication Services for ABAC based policy enforcement
- Implementation of an ESB service for a layer of integration abstraction

Project 6.3B: Sub-Project #5 (IAM Governance Framework)
- Implementation of any systems, tools, or new services.

KEY PROJECT DELIVERABLES

This is the "definition of done" for the project. Project deliverables should be specific, measurable, and testable. Specific timelines, durations or dates are not required, but note them where possible as appropriate. Be sure to include any externally required deliverables where applicable (e.g., regulatory, audit).

Project 6.3	Sub-Project	DELIVERABLE	DELIVERABLE DESCRIPTION	TIMING
A	#1	Grouper Implementation	Implementation of Grouper for access policy and group management.	Complete
A	#2	Enterprise Role Mapping	The provision of a process for Enterprise Role to Service Data Access Mapping Administration	TBD
A	#2	Service Data Mapping Requirements	Elicit requirements for Service Data Access mapping Administration process	TBD
A	#2	ABAC Use cases for Granted Authorities	Identify use cases for ABAC Related to Granted Authorities	TBD
A	#2	Enterprise Role to Granted Authority Mapping	Enterprise Role to Granted Authorities mappings definitions	TBD
A	#3	ER Strategy	Completed strategy and design for Enterprise Roles	TBD
A	#3	ER Process	Completed design for an Enterprise Roles administration business process	TBD
A	#3	ABAC Use Cases	Identify use cases for ABAC based on Person Attribute Source System Data	TBD
A	#3	ER Requirements	Elicit functional requirements for Enterprise Role Administration process	TBD
A	#3	Enterprise Role Definition	Defined specific Enterprise Roles and assign to users	TBD
A	#3	Enterprise Role Implementation	Implementation of an Enterprise Role Administration service	TBD
A	#4	Implement MidPoint	Implement MidPoint via Unicon engagement	TBD
A	#4	Further deliverable defined by projects 2&3	Products, development, and process implementation based on requirements defined in projects 2&3.	TBD

KEY PROJECT DELIVERABLES

This is the "definition of done" for the project. Project deliverables should be specific, measurable, and testable. Specific timelines, durations or dates are not required, but note them where possible as appropriate. Be sure to include any externally required deliverables where applicable (e.g., regulatory, audit).

Project 6.3	Sub-Project	DELIVERABLE	DELIVERABLE DESCRIPTION	TIMING
B	#5	Define Framework	Define and document the IAM Governance Framework	TBD
B	#5	Website	Create IAM Governance webpages to publish governance framework documentation.	TBD
B	#5	Document Framework Functions	Define and document any existing IAM Governance functions.	TBD
B	#5	Form Advisory Group	Establish IAM Stakeholder/Advisory Group	TBD
B	#5	Create Framework Functions	Define, create, and document any missing IAM Governance functions.	TBD
B	#5	Update Policy 7040	Update IT Policy 7040	TBD
B	#5	Update IAM Standards	Update IT Standards	TBD
B	#5	Create New IAM Standard	Create New Standard: IAM Authorization	TBD

PROJECT COMPONENTS 6.3A

Identify which types of work may be needed to complete the project. Place an 'X' next to the work areas required in the list below. This assists with planning project resource needs. See Appendix A for definitions of each component.

PROJECT COMPONENTS 6.3A

x	Account Provisioning / De-provisioning		Project Management
x	Application Development		Reporting / Report Development
x	Business Analysis		Service Catalog Entries
	Cloud Services	x	Service Design
x	Data Integration	x	Technical Architecture and/or Design
	End User Communications		VT Data Center Servers
	End User Support		Web Development
	IT Security / Security Assessment		Website / Outreach (Content)
	Network / Firewall Configuration		Other: <describe below>
x	Process Design/Redesign		

Provide a description of other project components needed to help complete the project work (e.g., stakeholders or other functional users outside of the Division of IT).

PROJECT COMPONENTS 6.3B

Identify which types of work may be needed to complete the project. Place an 'X' next to the work areas required in the list below. This assists with planning project resource needs. See Appendix A for definitions of each component.

	Account Provisioning / De-provisioning		Project Management
	Application Development		Reporting / Report Development
	Business Analysis		Service Catalog Entries
	Cloud Services		Service Design
	Data Integration		Technical Architecture and/or Design
	End User Communications		VT Data Center Servers
	End User Support		Web Development
	IT Security / Security Assessment	x	Website / Outreach (Content)
	Network / Firewall Configuration		Other: <describe below>
x	Process Design/Redesign		

Provide a description of other project components needed to help complete the project work (e.g., stakeholders or other functional users outside of the Division of IT).

PROJECT ASSUMPTIONS

Project assumptions are circumstances and events expected to occur during the project lifecycle for successful implementation and completion. This section specifies high-level factors that are, for planning purposes, considered to be true, but without any proof or demonstration. During the planning process, these assumptions will be validated. Any inaccurate, inconsistent, or incomplete project assumptions give rise to project risks, which may adversely affect project scope, timeline, and cost.

Project 6.3	Sub-Project	Assumption #	ASSUMPTION
A	#2	1	Resources outside of SIS that are needed are available.
A	#3	2	Resources outside of SIS that are needed are available.
A	#4	3	Funding for positions becomes base funding in FY23 and the second half of the originally requested one-time funding is provided in FY23 as has been indicated as the plan by David Crockett.
B	#5	4	IT Governance project that is part of IT Transformation does not relate to or impact the development of the IAM Governance Framework.

PROJECT RISKS

Project Risks are uncertain events or conditions that, if they occur, have a positive or negative effect on one or more project objectives (such as scope, schedule, cost, and quality). This section outlines the high-level risks identified based upon discussions with the sponsor, key stakeholders, and project team members. It is important to note that this initial risk assessment does not replace the full risk assessment conducted during the planning phase and documented within the project plan.

Project 6.3	Risk#	RISK DESCRIPTION	PROBABILITY (H/M/L)	IMPACT (H/M/L)	PLANNED MITIGATION
A	1	A4: Changes to data governance compliance requirements	L	L	Include DMG in stakeholder register
A	2	A4: Automation of broken processes	M	M	Update processes prior to implementing technical solutions
A	3	A4: Incongruence between business needs and the proposed IGA roadmap'	L	H	Ensure strong stakeholder involvement

PROJECT RISKS

Project Risks are uncertain events or conditions that, if they occur, have a positive or negative effect on one or more project objectives (such as scope, schedule, cost, and quality). This section outlines the high-level risks identified based upon discussions with the sponsor, key stakeholders, and project team members. It is important to note that this initial risk assessment does not replace the full risk assessment conducted during the planning phase and documented within the project plan.

Project 6.3	Risk#	RISK DESCRIPTION	PROBABILITY (H/M/L)	IMPACT (H/M/L)	PLANNED MITIGATION
A	4	A4: Banner/ERP changes - If Banner provisioning is in scope for MidPoint implementation, then emerging changes to ERP/Banner upgrade/migration projects could impact this deliverable.	H	M	Descope Banner provisioning from project 4 deliverables
A	5	A2-4: Funding for positions is not made permanent in FY23	M	H	None
A	6	A2-4: 2nd half of one-time funding for MidPoint implementation is not provided in FY23	M	H	Significantly descope deliverables
B	7	B5: The policy revision process for update to policy 7040 or process to implement new standards can be long and could impact the timeline outside the control of the project.	H	L	Start 7040 update early in the project
B	8	B5: If any functional areas require ongoing work commitment from other groups	M	L	Do not implement those governance controls and accept the risk.

DEPENDENCIES

There are constantly new projects emerging and numerous projects underway when a new effort begins. Project managers should maintain awareness of the project inventory and current priorities to identify other projects which may intersect with the scope/goals of this project. Multiple projects may have common data sources/targets, similar functionality or have other interdependencies that need to be considered in project prioritization and sequencing. List any projects that may have such a dependency on- or with this project in the table below. If there are none, enter 'N/A' under Description.

Project 6.3	SUB-PROJECT	DESCRIPTION
A	#4	Project 6.3 A, Sub-Projects #2 & #3
B	#5	None

APPROVALS

Signatures to proceed constitute the formal initiation of this project, and indicate that stakeholders (including steering and/or advisory committees) are in agreement with and understand the elements outlined in this document, which are required to successfully complete the project. Signature of the project Sponsor(s) grants authority to commit resources to direct/lead the project activities through planning, execution of delivery, monitoring and control, transition to operations, and project closure.

ROLE	NAME / TITLE	SIGNATURE	DATE
Sponsor: **Sponsoring Director:**	**Scott Midkiff**		<MM/DD/YYYY>
	Zo Qazi		<MM/DD/YYYY>
Sponsor IT Project Manager:	Will Jones		<MM/DD/YYYY>
IT Owner	Ryan McDaniel		<MM/DD/YYYY>
IT Project Manager	Kevin Duncan		<MM/DD/YYYY>
<Additional>			<MM/DD/YYYY>
<Additional>			<MM/DD/YYYY>

Once all information has been collected, approval obtained, signatures have been acquired, and the kickoff meeting has occurred, submit this Project Charter document to the ITTPO. Email approvals are accepted in place of a signature but must be appended to the end of this document.

NOTES

Capture any additional information related to this project charter that may not be reflected in the sections above.

This overall project (Identity and Access Management Project) is broken down between (4) previous existing sub-projects already in flight described as Project 6.3A, and (1) new sub-project starting now as Project 6.3B. All together they comprise the overall 6.3 Identity and Access Management Project. This overall project is broken down below as follows:

- Project 6.3A: Identity Governance & Administration
    - Sub-Project #1 – DSAAP Access Policy Management Sub-Project (complete)
    - Sub-Project #2 – Service Data Access Mapping Administration Framework Sub-Project (deferred & restarting)
    - Sub-Project #3 – Enterprise Roles Administration Framework Sub-Project (deferred & restarting)
    - Sub-Project #4 – Implement Identity Governance & Administration Service Sub-Project (deferred & restarting)
- Project 6.3B: IAM Governance Framework
    - Sub-Project #5 – IAM Governance Framework Sub-Project (starting now)

APPENDIX
Definition of Project Components

Component	Definition
Account Provisioning/Deprovisioning	Process for creating and managing access to resources in an IT system
Application Development	Designing, developing, testing, and delivering software applications
Cloud Services	Infrastructure, platforms, and software hosted by third-party providers made available to users through the internet
Data Integration	Process of combining data from different sources into a single, unified view
End User Communications	Activities performed throughout the project to keep system users aware of and engaged in project progress and objectives
End User Support	Direct assistance to end users
IAM	Identity and Access Management – domain of information security focused on digital identity/accounts and access to IT resources.
IGA	Identity and Governance Administration – services and solutions focused on identity lifecycle management, account and authorization provisioning/de-provisioning, and audit requirements. Also typically includes capabilities around access request processing and approval workflows, segregation of duties management, attestation, identity discovery, and more.
IT Security/Security Assessment	Identification, assessment, and implementation of required IT security controls
Network/Firewall Configuration	Configuring Internet protocol (IP) addresses, domain names and other actions to main cyber security
Process Design/Redesign	Creating a new business process or workflow, or improving an existing process
Project Management	Application of specific knowledge, skills, tools, and techniques required to successfully deliver project objectives
Reporting/Report Development	Designing, developing, testing, and delivering of reports
Service Catalog Entries	Items in ServiceNow catalog
Service Design	Identification of service requirements for new services and changes and improvements to existing services
Technical Architecture/Design	Development of a technical blueprint describing the arrangement, interaction, and interdependence of all elements so that system-relevant requirements are met
VT Data Center Servers	Hardware servers located within VT data centers
Web Development	Tasks associated with creating, building, and maintaining websites and web applications that run online in a browser

Website/Outreach (Content)	Website that explains aspects and progress of the project, anticipated benefits, and other information