



**VIRGINIA TECH™**

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**GOOGLE WORKSPACE PROGRAM CHARTER  
DIVISION OF INFORMATION TECHNOLOGY**

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v. 2.1

## AUTHORS

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## DOCUMENT HISTORY

Date	Document Version	Document Revision Description	Document Author
03/05/2021	0.1	Draft of charter for Google Workspace project	Greg Kroll
03/18/2021	0.2	Review and updates to draft charter	Marc DeBonis, Greg Kroll, Chris Shively
04/06/2021	0.3	Review and updates to draft charter	Marc DeBonis, Greg Kroll, Ken McCrery, Chris Shively
04/09/2021	1.0	Updates to entire document. Presented to Dr. Midkiff	Marc DeBonis, Greg Kroll, Ken McCrery, Chris Shively
04/22/2021	2.0	Incorporate feedback from Dr. Midkiff	Marc DeBonis, Greg Kroll, Ken McCrery, Chris Shively
05/13/2021	2.1	Adjusted the timeline based on feedback from Dr. Midkiff. Corrected some formatting.	Marc DeBonis, Greg Kroll

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### ● EXECUTIVE SUMMARY

On February 16, 2021, [Google announced several changes](#) to their educationally focused G Suite for Education productivity suite. Google is adjusting its education licensing model from no-cost, unlimited storage to a consumption-based revenue model.

The Division of Information Technology is responsible for the administration of Google services at Virginia Tech. The Google Workspace Program, a group of related projects, is being initiated to examine, analyze, and make recommendations for Virginia Tech’s future use of Google services and as needed, alternative services to replace functionality now being provided by Google services.

The initial project, referred to as “Project 1” will determine Virginia Tech’s current state of use of Google services and storage. “Project 2” will identify service options from Project 1 deliverables and determine possible constituency impact per option. Other related projects will result from the analysis and deliverables of Project 1 and 2. The result of the overall program will be a recommendation made to the program sponsor

and will guide implementation and processes for the future use of Google services at Virginia Tech by the program end date.

Google Workspace Program broad timeline.

Date	Milestone
April – July 2021	Project 1 – analysis of current state of use of Google services and storage at Virginia Tech. Determine user populations and service usage by constituent group. Set up steering committee. Deprovision ineligible accounts
April 14, 2021	Google finalized available licensing options
August - November 2021	Project 2 – identify service options from Project 1 deliverables. Determine possible constituency impact per option and alternate storage options
December 2021	Google launches pooled storage and quota tools
December 2021 – May 2022	Project 3-N – projects resulting from analysis and deliverables of Project 1 & 2. Implement approved changes
July 2022	Google begins enforcement of limitations resulting from Virginia Tech’s selected tier and the possible Program End Date

- **BACKGROUND**

- **Current Situation**

On February 16, 2021, Google announced several changes to their educationally focused G Suite for Education productivity suite. These announcements affect Virginia Tech's instance of the product and introduce questions and challenges around how faculty, staff, students, alumni, and retirees will utilize the service suite in the future.

To date, Virginia Tech has utilized at no-cost, Google services that we make available to all faculty, staff, students, alumni, and retirees. However, the no-cost model is changing. Google is adjusting its education licensing model from no-cost, unlimited storage to a consumption-based, limited storage revenue model.

- **Problem Statement and Justification**

Today, all faculty, staff, students, alumni, and retirees have a hosted Google account with access to all Virginia Tech Google core services. Based on changes to the Google Workspace for Education Fundamentals (Google’s free tier of the education license model), the university’s total pooled storage will change from unlimited to a new storage limit. Currently, the university is operating at storage levels significantly higher than the expected storage limit and continues to grow. Virginia Tech must evaluate both how we are using Google services and Google’s new licensing model to determine a plan to address the storage overages prior to Google’s enforcement deadline, July 2022. Failure to develop and implement a plan prior to the deadline will result in service disruptions and a loss of data access.

This program is being undertaken to evaluate the new Google service offerings and licensing changes and implement a plan for the university to address these changes prior the July 2022 deadline.

In overview, the changes are:

- On April 14, 2021, Google finalized new pricing tiers which introduce student and faculty licensing, paired with unique service functionality and storage allocations
- During the fourth quarter of 2021, a workspace-wide change from an (unlimited) individual user storage allocation to a (limited) pooled storage model
- In July 2022, a workspace-wide enforcement of storage limits

## • **APPROACH**

### • **Goals**

- Analyze the impact and changes of Google services provided to the university as a result of the new Google Workspace licensing and portfolio changes using data and input from various constituents and stakeholders.
- Determine a plan that limits impact on functionality and budgets for the future of Google services at Virginia Tech and as needed, for the use of alternative services.
- Inform the university of changes and impacts.
- Implement changes to services based on the approved plan.

### • **Objectives**

- Review how Google accounts are provisioned and deprovisioned at Virginia Tech
- Determine numbers of each constituent group, i.e., faculty, staff, student, retiree, and alumni, with a Google account from Virginia Tech and deprovision non-eligible accounts
- Determine if account activity determines the eligibility of service
- Do a comparative analysis of costs, services, and alternatives by constituent group
- Determine service offerings for each constituent group going forward (i.e., email, storage, etc.)
- Present options considered and make recommendations to project sponsor and project stakeholders based on minimizing impact to both functionality and budget
- Create and maintain a Google Workplace information website as the definitive source of information
- Request and obtain additional funding and staffing as needed

### • **In-Scope**

Although analysis and deliverables of Project 1 may result in unanticipated projects with their own unique deliverables the overall solution of this program is expected to include:

- Google services currently in use at Virginia Tech, Gmail, Calendar, Drive, Shared Drives, and Photos
- Definition and separation of Virginia Tech constituent groups consuming Google services and storage, e.g., faculty, staff, student, retiree, alumni, etc.
- Reporting of options and a recommendation to the project sponsor
- Implementation of any necessary tools for managing the approved solution
- Cleaning up and deprovisioning any outdated accounts
- Performing a total cost analysis to include support services, software licenses, and Identity Access Management (IAM) services
- Identifying additional funding and staffing resources as needed

- **Impacts on / Touch Points with Other Systems**

- Alternative solutions to Google services and storage, e.g., Microsoft 365, Amazon Web Services (AWS), Google Compute Platform (GCP), etc.
- Canvas integrations
- Individual email, storage, and calendar solutions
- GAE and service accounts
- Google Groups
- Google Sites
- Identity and access management (IAM) processes for email routing and account creation
- Research collaboration
- Research data storage

- **Out-of-Scope**

The following are considered out-of-scope for this program:

- Redefinition of constituent affiliation process
- Provisioning (or deprovisioning) of additional storage solutions (although this project may identify the need for such solutions)
- Provisioning of additional Google tenants for specific constituent groups
- Other costs: eDiscovery requests, FOIA requests, security incidents\*

\*Consideration of these costs needs to be factored into the future support of constituent groups, such as alumni

- **Milestones and Deliverables**

#	Milestone or Deliverable	Estimated Completion Date
1.	Learning with Google. Pre-announce new Drive SKU's and Drive storage changes	02/17/2021
2.	New SKU's and pricing announced	04/14/2021
3.	Set up steering committee	05/2021
4.	Project 1 - analysis of current state of Google services and storage at Virginia Tech by constituent group. Deprovision ineligible accounts.	07/2021
5.	Project 2 – identify viable options identified in Project 1 and determine impacts to each constituency group. Make recommendation to sponsor	(in parallel with project 1) 11/2021
6.	Pooled storage launches by Google expected and release of storage management tools	12/2021
7.	Project 3-N – identify current high storage use users (~4300), communicate need to decrease storage (and other options), projects resulting from analysis and deliverables of Projects 1 & 2, clean up Google accounts	(in parallel with project 1&2) 05/2022
8.	Google enforcement of storage quotas for all EDU customers	07/2022

- **Timeline**

- Google announced that it plans to begin enforcement of storage limits for the Virginia Tech tenant in July 2022 giving us a hard and fast deadline to complete this project.

- **Key Performance Indicators**

- Align 100% of users with constituent groups
- Adjust 100% of constituent groups to align with new Google services and licensing requirements

- **Project Risks & Constraints**

#	Risk/Constraint	Likelihood	Severity	Mitigation Plan
1.	Vendor-driven timeline may be extended based on new information and impact the overall program	High	Low	Refactor program schedule
2.	Vendor-driven timeline may be reduced based on new information and impact the overall program	Low	High	Expedite program schedule
3.	Lack of consensus by constituent groups to implement the final plan	Medium	High	Project Sponsor decision
4.	Changes in service will come at an additional expense to the university	High	High	Evaluate all possible sources of funding
5.	Inability to fund the solution including licensing, resources and other related service costs	Medium	High	Reduce Google services offerings and potentially plan for less capable alternative services
6.	Lack of clear and effective communications causes an increase in support and training needs	Medium	Medium	Ensure a robust communication plan and campaign
7.	Adverse impact on user productivity due to the implementation of changes	High	High	Identify alternatives to current services to reduce impact to user
8.	Loss of services or data due to failure to produce and implement a solution by the vendor-imposed deadline	Low	High	Ensure constant monitoring of project progress and provide communication to constituents on actions to take to protect data
9.	The existence of approved alternative solutions will not meet the needs of storage, compliance, and security use cases	Low	High	Identify alternative solutions that come at a cost

- **RESOURCES**

- **Program Roles**

**Sponsor:** Authorization/approval authority for the Program.

**Steering Committee:** Authorization authority designated by the program Sponsor to make decisions, resolve issues, and keep Sponsor informed of the status of the program.

**Coordination Team:** Small group that serves the Steering Committee, Project teams, and Sponsor by organizing presentation of issues and needs for the program. Facilitates meetings, tracks issues.

**Program Manager:** Overall program leader, accountable to the Sponsor for accomplishing the goals and strategic objectives of the program on time and within budget.

**Project Manager:** Responsible for ensuring adherence to project management standards, including monitoring individual project progress, and identifying risks to timeline, deliverables, or budget.

**Project Team Lead:** Individual who oversees the strategy for implementing one or more component projects prioritized by Steering Committee. Acts as a program champion. Project Team Leaders of work groups that are involved in the implementation of one or more component projects.

**Communications Lead:** Individual who oversees the strategy for implementing communications to Virginia Tech constituents.

**Work Group/Project team:** Technical staff responsible for the timely execution of all project tasks assigned to them by the project team lead or project manager.

- **Roles & Responsibilities**

Role	Name	General Responsibilities	Governance Decision Types	Estimated Time Commitment
Sponsor	Scott Midkiff	<ul style="list-style-type: none"> <li>• Authorizes needed resources</li> <li>• The authorization/ approval authority</li> <li>• May delegate that authority to identified members of the Steering Committee who provide updates on progress to the</li> </ul>	<ul style="list-style-type: none"> <li>• Accountable for the direction and success of the program.</li> <li>• Approval of major program direction as outlined in the Responsible, Accountable, Consulted,</li> </ul>	4 hours/mo. (maximum)



Role	Name	General Responsibilities	Governance Decision Types	Estimated Time Commitment
		sponsor(s) they represent <ul style="list-style-type: none"> <li>Determines membership of the Steering Committee</li> </ul>	Informed (RACI) Model	
Steering Committee	Bryan Garey (Steve Yi designee) (support for retirees)  Kristie Caddick (Jerrad Miers designee) (support for alumni)  Zeb Bowden (support for faculty and staff)  Dale Pike (support for instructional programs and teaching faculty)  Shannon Phillips (support for distributed IT units) (IT Council and faculty & staff)  TBD (support for Undergraduate students)  Maruf Hoque (support for	<ul style="list-style-type: none"> <li>The authorization authority as designated by the Sponsor(s).</li> <li>Advise on program direction and policy implementation.</li> <li>Resolve issues that inhibit the Project Teams from making adequate progress.</li> <li>Responsible for keeping represented sponsor(s) informed on the status of the program.</li> <li>Provide point of contact for relevant constituent feedback</li> </ul>	<ul style="list-style-type: none"> <li>Accountable for the University wide decisions affecting progress.</li> <li>Prioritize authorized projects.</li> <li>Ensure that projects fill the needs of the university at large and meet university compliance requirements for technology initiatives.</li> </ul>	2 hours / mo.

Role	Name	General Responsibilities	Governance Decision Types	Estimated Time Commitment
	Graduate students)  Janice Austin (support for Graduate students)  Ali Butt (support for Faculty Senate)			
Steering Committee Chair	Marc DeBonis	<ul style="list-style-type: none"> <li>Plan and prepare for meetings</li> <li>Conduct meetings according to the agenda, ensuring that all members are encouraged to provide input throughout the meeting and that any decisions or recommendations are adequately resolved and agreed to by the members.</li> </ul>	<ul style="list-style-type: none"> <li>Empowered decision maker with an organizational mindset</li> <li>Decision authority at steering committee meetings</li> </ul>	4 hours / mo.
Project Lead	Marc DeBonis and Chris Shively	<ul style="list-style-type: none"> <li>Co-Project Leads</li> <li>Delegated authorization authority as designated by the Sponsor(s).</li> </ul>	<ul style="list-style-type: none"> <li>Responsible for setting the expectations for their team members.</li> <li>Responsible to set the direction for their team during project work.</li> <li>A problem solver for the project.</li> <li>Responsible for their team</li> </ul>	4 hours / wk

Role	Name	General Responsibilities	Governance Decision Types	Estimated Time Commitment
			performance, hence, they review the team performance during the project.	
Program & Project Manager	Greg Kroll	<ul style="list-style-type: none"> <li>• Sets and reviews objectives</li> <li>• Oversees integration of projects</li> <li>• Analyzes and negotiates resources, changes in plans</li> <li>• Ensures appropriate and accurate communication</li> <li>• Manages program timeline</li> </ul>	<ul style="list-style-type: none"> <li>• Accountable to the Sponsor(s) &amp; Project Lead for the direction and success of the program.</li> <li>• Manages major program direction as outlined in the Responsible, Accountable, Consulted, Informed (RACI) Model</li> <li>• Accountable for project management decisions.</li> </ul>	4 hours / wk.
Communications Lead	Paige Ghra	<ul style="list-style-type: none"> <li>• Creates and delivers approved program communications to project stakeholders</li> <li>• Collaborates with project team(s) to create project status communications with delivery timeline for projects</li> <li>• Ensures appropriate and accurate communication</li> </ul>	<ul style="list-style-type: none"> <li>• Accountable for external communications regarding program status and user education</li> <li>•</li> </ul>	8 hours / mo.

- **Responsibility Assignment Matrix**

- **RACI Model**

A RACI model is used to clarify the roles of participants in completing tasks or in the resolution of issues. Identified are the team members or groups who may be **R**esponsible, **A**ccountable, **C**onsulted, or **I**nformed regarding a particular issue. As new kinds of issues are addressed, this analysis should be applied at the start of the solution process to avoid confusion regarding roles. A RACI model contains the following columns:

**Decision Type/Tasks:** This describes the potential decision points that may arise.

**Responsible:** The group responsible for completing the work necessary to accomplish the decision/task.

**Accountable:** The group accountable for the decision.

**Consulted:** The members engaged in two-way communication around a decision.

**Informed:** The members receiving one way communication around a decision.

The RACI matrix models decision points that may be encountered. This matrix may be adjusted by adding different columns (such as Input, Perform, Verify, Sign off, and Recommend) as needed. Further decision points not addressed in the original charter can also be added with the approval of the sponsor(s). For more definition of the groups, refer to the previous section on Roles and Responsibilities.

<b>Decision Type/Tasks</b>	<b>Responsible</b>	<b>Accountable</b>	<b>Consulted</b>	<b>Informed</b>
Scope Change	Steering Committee	Sponsors	Coordination Committee Project Lead Project Teams Program Manager Project Manager	
Schedule Change	Steering Committee	Sponsors	Project Lead Project Teams Work Groups Project Manager	
Budget Change	Steering Committee	Sponsors	Contract Staff Project Lead Project Manager	
Project Prioritization	Steering Committee	Steering Committee	Project Lead Project Teams	Project Manager
Security Standards	Project Teams	Steering Committee	Work Groups	Project Lead Project Manager
Data Model Standards	Project Teams	Steering Committee	Work Groups	Project Lead Project Manager
Schedule Development	Project Teams	Steering Committee	Work Groups Project Manager	Project Lead
Risk Plan Management	Project Manager	Sponsors Steering Committee	Work Groups Project Lead Project Teams	
Vendor/Contractor Staff Changes	Project Lead	Sponsors	Work Groups Project Teams Steering Committee	Project Manager

Vendor Contract Adjustments	Steering Committee	Sponsors	Steering Committee	Project Manager
New Decision Process	Steering Committee	Sponsors	Work Groups Project Teams	Project Manager
Identify and Prioritize Representative Projects	Steering Committee	Sponsors	Work Groups Project Teams Stakeholders	Project Manager

○ **Stakeholders**

- Division of Information Technology who is accountable for Google services and storage at Virginia Tech
- Virginia Tech faculty/staff/students as current consumers of Google services
- Virginia Tech retirees as current consumers of Google services
- Virginia Tech Human Resources as advocate for VT retirees
- Virginia Tech alumni as current consumers of Google services
- Virginia Tech Advancement as advocate for VT alumni
- Alternative vendors of services and storage like Google, e.g., Microsoft

● **COMMUNICATION PLAN**

<b>Audience</b>	<b>Vehicle</b>	<b>Frequency</b>	<b>Objective</b>
Program Sponsors	Executive Committee Meetings	Bi-Monthly or as needed	<ul style="list-style-type: none"> <li>• Receive status updates</li> <li>• Address decisions needed</li> <li>• Garner support and approval for critical activities from university executive leadership</li> </ul>
Steering Committee	Steering Committee Meetings	Monthly or as needed	<ul style="list-style-type: none"> <li>• Monitor progress of project</li> <li>• Provide feedback</li> </ul>
Project Teams	Project Team meetings	Weekly or as needed	<ul style="list-style-type: none"> <li>• Prepare to implement priorities of the Steering Committee</li> <li>• Raise concerns blocking the achievement of established goals and deadlines</li> </ul>
Work Group Members	Collaborative environment	Ongoing	<ul style="list-style-type: none"> <li>• Store all communication, meeting minutes, project documents, announcements pertaining to the project</li> </ul>
Virginia Tech Community	Project website and other communication channels as needed	Monthly or as needed	<ul style="list-style-type: none"> <li>• Provide an update on the project status and timeline</li> <li>• Announce decisions based on outcomes</li> </ul>

- **APPROVALS/SIGNATURES**

Approval Date	Approver Name & Role	Approver Signature
	Greg Kroll, Program Manager	
	Marc DeBonis, Co-Project Lead and Steering Committee Chair	
	Chris Shively, Co-Project Lead	
	Scott Midkiff, Sponsor	