

# Interim University Technology Advisory Committee

February 27<sup>th</sup>, 2009

## Meeting Minutes

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### Participants in Attendance:

Phyllis Wise, Provost and Executive Vice President, Chair  
Sara H. Gomez, Vice Provost & Chief Information Officer, Office of Information Management  
Paul E. Jenny, Vice Provost for Planning and Budgeting, Office of Planning and Budgeting  
Edward D. Lazowska, Bill and Melinda Gates Chair, Computer Science & Engineering  
Mary E. Lidstrom, Vice Provost for Research, Office of Research  
Arthur R. M. Nowell, Dean, College of Ocean and Fishery Sciences  
Werner Stuetzle, Divisional Dean of Natural Sciences, College of Arts & Sciences  
Johnese Spisso, Vice President Medical Affairs & Clinical Operations Officer, UW Medicine  
Kelli Trosvig, Interim Chief Operating Officer, UW Technology  
V'Ella Warren, Senior Vice President

### Absent:

Ana Mari Cauce, Dean College of Arts & Sciences  
Kenyon Chan, Chancellor, UW Bothell

### Presenters:

Ann Anderson, Associate Vice President and Controller  
Terry Gray, Associate Vice President, University Technology Strategy, UW Technology

### Guests:

Erik Lundberg, Laboratory Director, Computer Science and Engineering  
Mike Eisenberg, Dean Emeritus/Professor, Information School

### Committee Staff:

Cindy Brown, Associate Vice Provost, Communications & Outreach, OIM  
Alisa Hata, Interim Deputy Chief Operating Officer, UW Technology  
Nancy Rauhauser, Senior Technology Manager, OIM  
Melissa Albin, Administrative Specialist, OIM (recorder)

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### DECISIONS:

- The committee agreed that UW Technology should move forward with the Business Continuity Scoping Study.
- The committee agreed with the following overall approach to Cloud Computing:
  - UW should encourage use of cloud services, consistent with compliance obligations
  - UW risk is reduced by executing partner contracts and incenting their use

- UW should leverage the cloud's low-cost user support model as much as possible
  - The committee agreed with the UW Technology strategy for the central role in Cloud Computing as outlined by Terry Gray below (i.e., Lead and follow, Get out of the way, Moderate integration, Minimum user support).
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## Introduction

Provost Phyllis Wise welcomed the group and provided background information on the purpose of the committee. The recommendation to form an Interim U-TAC came from the Provost's Governance Retreat group on November 14<sup>th</sup>, 2008, which concluded that A-TAC, U-TAC, and I-MAC should be consolidated into a smaller, more agile committee which will provide oversight on University technology issues until a permanent information technology governance structure is established.

As stated in the Interim U-TAC Charge, "the committee is advisory to the Provost and has purview over all University information technology strategies, policies, directions, issues, and priorities at all levels across the University, including research, academic, and administrative computing and infrastructure."

Sara Gomez reported that the Governance Action Team (GAT), which she co-chairs with Richard Karpen, Arts & Sciences Divisional Dean, has been meeting since January. The Governance Action Team (GAT) is charged with developing recommendations for a future information technology governance purpose, charge, scope, and structure for UW. It is one of 12 action teams being formed to address the recommendations outlined in the September 10<sup>th</sup>, 2008 *UW Technology Working Group Report to President Mark A. Emmert.*

## Committee Discussion

- There is a need to clarify how the Data Management Committee, Privacy Assurance and Systems Security Council, and other information technology advisory groups fit in with the overall technology governance structure.

## 1. System Planning: Next Steps

### Presentation

Kelli Trosvig gave a presentation on a proposal to conduct a Business Continuity Scoping Study. She said she is seeking Interim U-TAC's approval to move forward with the study.

The goal of the proposed study is to “discover what we don't know and create a business continuity plan that describes the activities and costs involved to make all critical administrative applications operated by UW Technology and OIM redundant, geographically diverse, and recoverable.” The risks related to service outages due to catastrophic events and regional disasters would be highlighted within this study, as a recent minor operational disruption in December had an impact on critical campus and hospital operations, illustrating the urgency to ensure that data will be recoverable and operations can be quickly restored in emergency situations.

Kelli reported on the redundancy of seven different components of the campus information technology structure. While most have at least partial redundancy in data center storage, only two of the seven have geographically diverse (outside of the Puget Sound seismic area) data storage. She listed five proposed deliverables of the scoping study, including:

1. Identify and prioritize mission-critical applications
2. Identify risk tolerance and granularity of redundancy
3. Define management of redundant environments and identify economies of scale
4. Define geographical diversity between redundant components
5. Create a deployment plan, analyze risks, and prioritize deployment deliverables based on risk, importance, probability, and impact.

Kelli presented the committee with a chart that outlines the funding and resources that will be needed in order to carry out the work required for these deliverables. It is estimated that 2400 hours worth of effort from various departments across campus, including UW Technology, OIM, Office of Research, and key business partners, will be necessary, along with a financial investment of \$177,500, which would go toward Distributed Systems resources and hiring a Business Continuity Project Manager.

If U-TAC approves, the project would begin March 2009 with a target completion of August 2009. When the study is finished Kelli will return to the U-TAC with some options for implementation and next steps.

### **Committee Discussion**

Members of the group made the following points:

- Investing money in a business continuity manager seems wise because we don't have the expertise in the organization.
- For the estimate of work hours that would be required across departments, there needs to be an understanding that we are being asked to put aside other projects in order to donate this time.
- It is good to understand what our vulnerabilities are and what we are doing to address them.
- Institutionally, we haven't looked at this holistically in the past.
- This is a small investment to figure out what our risks are.

### **Committee Action**

The committee agreed that UW Technology should move forward with the scoping study.

## **2. Cloud Computing**

### **Presentation**

Terry Gray, Associate Vice President, UW Technology, gave a presentation on Cloud Computing. He provided information on what cloud computing is, reasons why UW would want to employ it, risks and strategies for usage and mitigating risks, and current status of cloud computing at UW. He also imparted UW Technology's recommendations for using the cloud and policy development, and he asked U-TAC committee members for their feedback on those recommendations, with the ultimate goal of developing a long-term UW strategy for cloud usage and management.

### **Committee Discussion**

Committee members discussed the risks associated with impact on operations, compliance with HIPAA and FERPA regulations, reliance on outside vendors, and legal issues such as eDiscovery. It was acknowledged that cloud usage is already occurring at UW, that it will increase, and that the role of leadership will be to strategize on managing relationships with vendors and benefiting from the advantages of the cloud. Advantages include low-cost user support and reduced costs for data storage. Discussion points included:

- Regarding eDiscovery: moving into the cloud may diminish our ability to access and produce evidence as needed when subpoenaed.

- Privacy issues for students, staff, and faculty are likely.
- A core aspect of eScience is to be able to provide facilitation of services within the cloud.
- We may benefit from vendors competing for our partnership for lower cost storage and services, and it may put us in a better position to request services that comply with our specific needs.
- The PASS Council and the DMC have been working on security issues around policy development; these will need to expand and evolve into institutional standards that cover local, external, and mobile data.

### **Proposed Cloud Strategy**

Terry recommended that we proceed with pilot activities in the next six to nine months to assess benefits and risks. He also presented the following four UW Technology recommendations and requested that U-TAC members provide feedback on whether or not this seems to be the right strategy:

1. Lead and follow
  - Encourage cloud use; Partner w/MS, Google, Amazon
  - Provide expertise & coordination; Assist policy efforts
2. "Get out of the way"
  - Facilitate master contracts meeting UW & dept needs
  - Enable, don't mandate; soft-launch
3. Moderate Integration (IAM and application)
  - Balance usability/compliance goals w/TCO
  - Avoid both too little/too much; slippery slopes
4. Minimum User Support
  - Manage central "Admin" accounts
  - Embrace low-touch DIY support paradigm

Terry will attend the March 16<sup>th</sup> U-TAC meeting to give an update. Erik Lundberg will also give a presentation on CSE's pilot project.

### **Committee Discussion**

The committee agreed with the strategy as outlined. Key points raised include:

- We need to move more quickly and nimbly than we have in the past to take advantage of services offered in the cloud. We need to move as aggressively as possible, factoring in people's ability to absorb change.

- We need to better understand the security implications of moving to the cloud. For example, what are the implications of moving email to the cloud?
- As we implement new services, we need to make the decision to discontinue the old ones.
- We need to understand what is our strategic plan for cloud computing for the next 3- 5 years?
- Part of being able to achieve cost reduction from the cloud is determining what level of support we are going to offer. We're talking about a different role for our central organization. We're saying they will not provide high touch support for free. We need to communicate this.
- We need to move in a coordinated way. We don't want parallel but separate tracks. We need to leverage synergies.

### **Committee Decision**

The committee agreed with the following overall approach to Cloud Computing:

- UW should encourage use of cloud services, consistent with compliance obligations.
- UW risk is reduced by executing partner contracts and incenting their use.
- UW should leverage the cloud's low-cost user support model as much as possible.

In addition, the committee agreed with the UW Technology strategy for the central role in Cloud Computing as outlined by Terry above (i.e., Lead and follow, Get out of the way, Moderate integration, Minimum user support).

### **Next Steps**

Terry will attend the March 16<sup>th</sup> U-TAC meeting to give an update. Erik Lundberg will also give a presentation on CSE's pilot project and what we can learn about future directions at an institutional level.

## **3. UW Technology Working Group Implementation Update**

Ann Anderson updated the group on the progress of the UW Technology Working Group action teams. There have been two areas of focus in this work: institutional oversight and recommendations specific to UW Technology. A project manager has been hired and action teams have been formed to focus on specialized areas. The teams are establishing charters and they will have integrated action and communication plans and report back to the Working Group. The Provost and President will be updated regularly.

***The meeting adjourned at 11:20 a.m.***

## List of meeting dates

- **Monday, March 16<sup>th</sup>** , 12:00-1:30, Gerberding 301 (Special Topic)
- **Thursday, April 30<sup>th</sup>** , 3:00-5:00, EE 303
- **Wednesday, June 10<sup>th</sup>** , 10:00-12:00, Gerberding 301
- **Friday, August 21<sup>st</sup>** , 9:00-11:00, Gerberding 301
- **Friday, October 30<sup>th</sup>** , 9:00- 11:00, Gerberding 301
- **December meeting TBD**