

Changing For Excellence

Business Case Goal Completion Report

Information Technology – Single Identity Management System

Report Date

August 2016

Context

- Identity management involves managing the list of authorized users who can access the network and the applications supporting KU.
- Currently students and researchers must have more than one login ID and password if they take classes or work on multiple campuses.
- The added complexity of managing two different systems and making them work together generates unnecessary IT work, especially in the implementation area.

Goals

For each goal answer the following: What percent is this goal complete? If the goal has been met, please describe how it was met. If the goal has not been met, how will you be completing this goal or why will it not be complete?

- Transition to a single identity management system (SIMS) for all KU campuses.
 - **Percentage complete:** The initial plan for SIMS was a 3 phased approach. Phase 1 will achieve a single user-account name, with passwords, and basic user attribute data synchronized between the two systems. Phase 2 is planned to create a single identity schema between the two systems with full user attribute data synchronization. Phase 3 will take KU Lawrence and KUMC to a single system. Currently Phase 1 is 65% complete. The overall percentage complete for the entire effort is 22%.
 - **Completing the goal:** KU Lawrence and KUMC have resolved all user-account name conflicts, and created automated processes to prevent those in the future. Both campuses are nearly complete with efforts to resolve duplicate user-account names, meaning all users will have a single user-account name¹. Automated processes have also been implemented to prevent creation of duplicate accounts in the future. After the duplicate accounts are resolved, the project team will be focusing on password and basic user attribute synchronization.
- Create one KU ID format for all students, faculty, and staff.
 - **Percentage complete:** This goal is 90% completed. Users will never be given differing user account names for the various campuses. The user-account name they are first given, will be theirs to use at KU Lawrence and KUMC.
 - **Completing the goal:** The project team is completing resolution of the duplicate user-account names, and this goal will be met when that work is done.

Overall, how did goals change during Changing For Excellence and what goals were added or removed:

The goals of have remained consistent. The massive efforts to process conflicting and duplicate user-account names has taken significant time and resources. The teams have had to define the criteria to reconcile user-accounts between KU Lawrence and KUMC, resolve data anomalies, plan for executing user-account renames to minimize disruption to university business, and resolve issues that came about due to user-account renames. Between KUMC and KU Lawrence, over 25,000 user accounts have been renamed.

¹ The user will still have separate accounts in both the KU Lawrence and KUMC Identity Systems, however their user-account name will be identical in both systems.

Additionally, KU Lawrence and KUMC have implemented automated processes to prevent conflicting and duplicate user-account names.

Challenges

The transition to a single identity management system has significant risks that can be mitigated through careful planning and extensive cross-campus communication.

- There is some concern that everyone with a KU ID will be impacted either directly or indirectly.
- Because of the nature of identity management, there are risks that some of these changes will be disruptive and could lead to downtime for some services and users.
- There are multiple entities involved in the change. Coordination through consistent communication will be necessary to assure an optimal implementation.
- There is a lack of agreement between the KU Lawrence and Medical Center campuses in regards to the details of how to achieve the long term goals for identity management and active directory.
- Resources available to implement the initiative are limited; there are concerns that current projects will not be completed and/or the SIMS project will not meet the set timeline due to this constraint.
- KUMC is actively working to replace their GroupWise email system. This could impact the costs and savings projections presented in the SIMS business case.

Describe if these challenges were encountered during Changing for Excellence and what unanticipated challenges occurred during the process:

These challenges have been summarized into the 3 categories below:

- Disrupting university business:
 - Over 25,000 user accounts will be renamed through these efforts.
 - IT staff on both campuses have worked closely with users to minimize disruption of services and quickly resolve the disruptions that have occurred. During the duplicate account renames, approximately 31 “ku.edu” email address conflicts came up. KU Lawrence IT staff are working closely with the end users to minimize and correct problems. Nine more users were identified in the remaining rename groups, and those users will be renamed later so efforts can be taken to proactively minimize the impacts.
 - The rename activities had to be carefully planned around university academic and business process calendars.
 - Staff on both campuses closely collaborated to ensure the success of the user-account renames.
 - Automated processes were implemented to prevent future conflicting and duplicate accounts.
 - Considerable effort has been given to reconciling user data between the two identity systems. This has involved IT, HR, and SIS resources on both campuses. This will continue to be a concern until there is a single system.
 - All of the above mentioned items required considerable effort from the project team, and because of the crucial nature of the work being done, required considerable time to accomplish.
- Resource availability:
 - Both KUMC and KU Lawrence have experienced resource availability challenges that have impacted this project.
 - The FY 2013-2014 KUMC and KU Hospital migration from GroupWise to Exchange delayed their work on the project. Several of the parties involved changed during that time, and consequently aspects of the project had to be renegotiated when work resumed.
 - FY14 and FY15 KU Medical Center and KU Hospital are re-implementing their Exchange email system.

- Lack of agreement:
 - At several points in the project, the individuals involved have changed and details of the project had to be renegotiated. This happened when KU Hospital was added to the project.
 - Resolving the differing opinions has taken significant time and resources. The amount of effort required was greater than originally anticipated.
 - From the beginning there has been a lack of agreement on the direction of the Active Directory (AD) components of this project. These differences are not yet resolved.

Opportunities

Anticipated results of approximately \$0.3–0.4M in benefits for the University can be realized once SIMS is fully implemented, through:

- Students' ability to access all online materials across campus boundaries using a single ID and password
- Fewer IT staff required to support the administration of identity management software
- Less costly and greatly simplified future implementation and upgrades of enterprise software applications.

Describe if these opportunities occurred during Changing for Excellence and what unanticipated opportunities were realized during the process:

The project is currently progressing to a point where these opportunities can be realized.

Changing For Excellence Summary

Summarize the process to date and lessons learned. Provide specific future direction, next steps, and strategy for this business case. Indicate what metrics will be used to measure success:

- The project team has resolved all conflicting user-account names and is nearly complete with resolution of duplicate accounts. After this work is completed, over 25,000 user-accounts will have been renamed. The teams have worked closely with their on-campus and cross-campus colleagues to ensure the success of this work. The teams have also successfully implemented automated processes to prevent any future conflicting or duplicate accounts. This work has required significant investment of staff resources and time from both KU Lawrence and KUMC. This work will result in a single user-account name² for users that span the campuses, and is itself a huge success.
- The additional complicating factors have been re-negotiation of agreements when the parties involved have changed.
- To complete Phase 1, the team still needs to address the synchronization of passwords, and basic user attribute data. Some ground-work has been completed to define what will be needed to accomplish this. However, due to the time involved in reconciling user-accounts, these topics must be revisited, and new agreements established.
- At the end of phase 1, the end-user will have the same user-account name and password on all campuses. However, cost savings and efficiency gains will not be realized until there is a single identity management system. This is not currently slated until the completion of phase 3. One way to accelerate savings may be to revisit our original methodology, and re-assess some of our original assumptions.

² The user will still have separate accounts in both the KU Lawrence and KUMC Identity Systems, however their user-account name will be identical in both systems.

Post-Changing For Excellence Updates (Completed Projects Only)

The CFE business cases, while complete for routine reporting purposes, are never considered done as they are constantly being monitored and grown. With this in mind, please provide your detailed strategies on the continued growth and development of these business cases. Information about how units continue to improve and innovate from these business cases should be addressed. Details could include information about refining processes, new projects, measuring success, metrics being reviewed, and other methods for understanding improvements.

There needs to be top-level agreement to drive the selection of technology that will be used consistently across both campuses.

- If this project were to be picked up again at some future date, more time needs to be spent in the planning stage, gathering executive agreements on direction and ensuring commitment from both campuses to implement the direction before assigning resources.
- In today's budget environment, continuation of this project is cost prohibitive. Future projects need to make sure funding and resources can be appropriately allocated before committing to a restart.