

CONTEXT: IAM



Gartner

Identity and Access
Management (IAM) is the security discipline that enables the right individuals to access the right resources at the right times for the right reasons.



IAM is the security discipline that enables secure communication and collaboration between our Global User Community and our resources for the purposes of Teaching, Learning, Research and Administration. Our user community being Student, Faculty, Staff, Alumni, Researchers, Private/Pubic Institutions, Community members, Guests, Parents.

CONTEXT: IAM Programs' Key Challenges



- The absence of a compelling business case makes it difficult to connect an IAM program's objectives and priorities with business drivers.
- IAM programs often experience difficulty with **continued funding** after initial budgeting because IAM leaders are unsure about how to communicate with the multitude of stakeholders that need to remain aware of the program's business drivers and benefits.
- IAM leaders can be too focused on IAM technology, and may not appreciate the extent to which ongoing communications with stakeholders and leadership and organizational maneuvering are needed to ensure adequate program funding.
- IAM programs must alter their roadmaps to **keep pace with larger organizational transformations**, which are happening quickly to meet the challenges of digital business.

Gartner

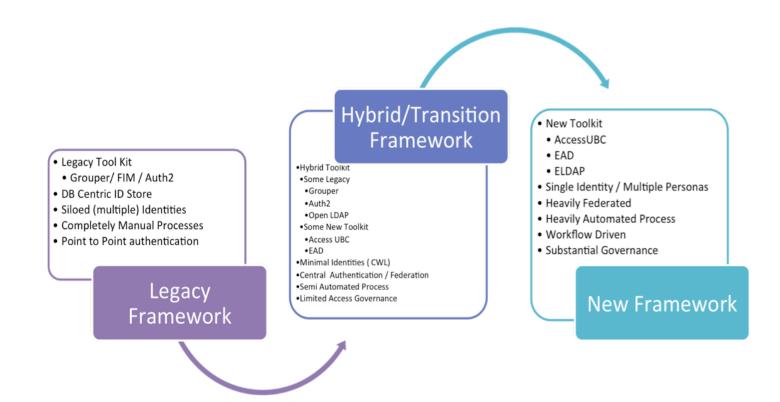
OUR STORY



A Case Study in IAM & Enterprise Architecture Collaboration

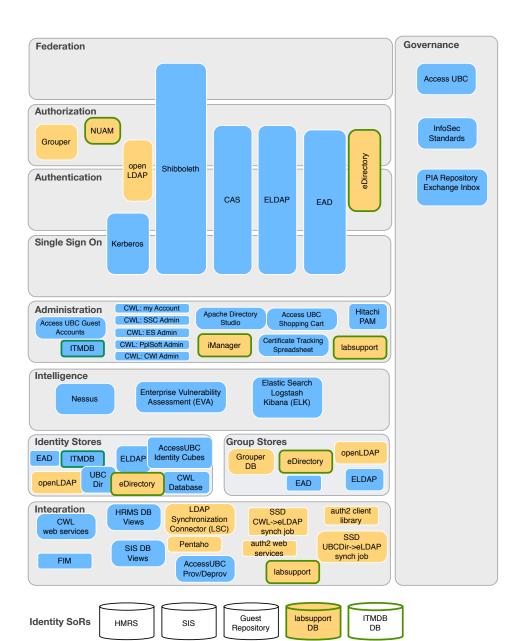
THE LAST THREE YEARS





REALITY CHECK: TECHNICAL COMPLEXITY





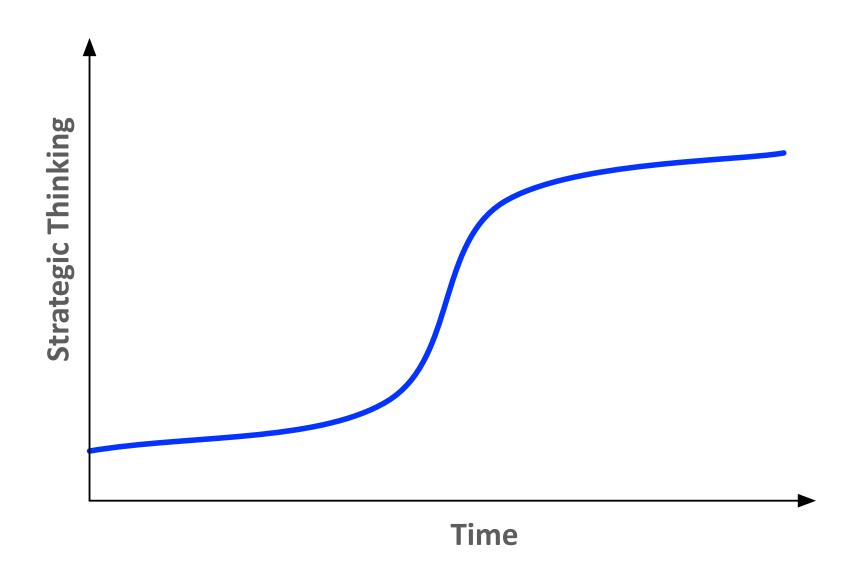
REALITY CHECK: ORGANIZATIONAL COMPLEXITY





REACHING A PLATEAU





WHY IT MATTERS: A CHANGING LANDSCAPE



- Virtual Research Organizations
- Emergence of Scholarly Identities (e.g. ORCID)
- CRM Initiative
- Student Information System Replacement
- Flexible Learning
- MOOCS
- Expansion of Career and Professional Education
- personalization of the learning experience
- New collaboration models with external partners
- Emergence od mash-up architectures in the LMS space
- The systematization of the cloud-first approach:
- The pervasiveness of Social Identities
- Security threats that focus on individuals
- Upcoming Common Online Application Platform (COAP) & Education Planning and Application Service (EPAS)
- Increasing demand for better Learning Analytics and Institutional Analytics

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GETTING TO THE NEXT LEVEL



Initial	Developing	Defined	Managed	Optimized
Ad Hoc username/password management	 Foundational IAM framework Tactical priorities Some business drivers identified Early success with some on-boarded departments Technology Rationalization 	IAM as a Security discipline IAM Governance defined & Accepted Business-aligned & Strategic priorities Centralized Management & decentralized administration Technology consolidation Entire segments on-boarded	 IAM Strategy part of enterprise Strategy IAM PMO All segments of the enterprise 	 Continuous architecture optimization Meet or exceed SLA's Continuous process improvement
IAM I		IAM II		

IAM Programs' Key Challenges (Gartner)



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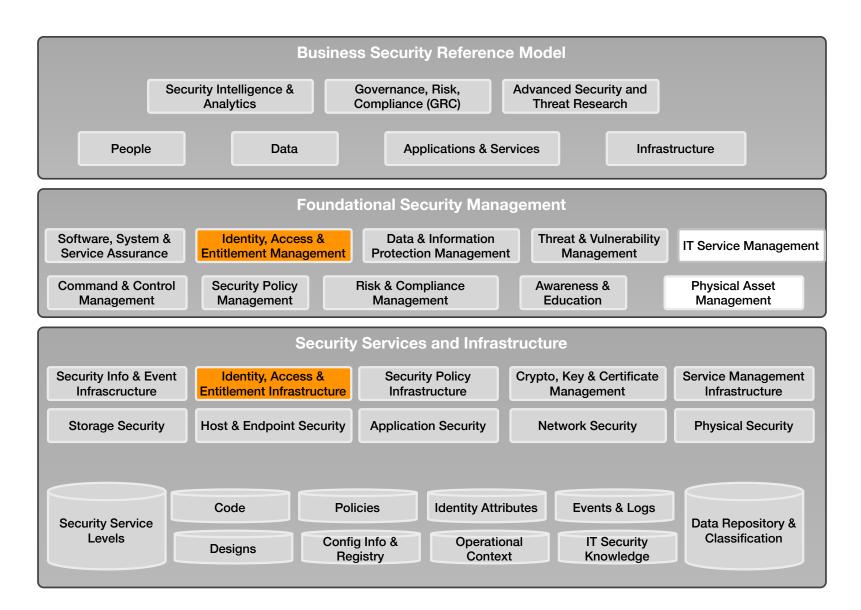
- 1. Re-position IAM as an Information Security discipline
- 2. Adopt an IAM model that has been created for HE sector.
- 3. Scope Control
- 4. Re-engage with our stakeholders at a strategic level
- 5. Create a Planning Team



1. Re-position IAM as an Information Security discipline

IAM IS A SECURITY DISCIPLINE





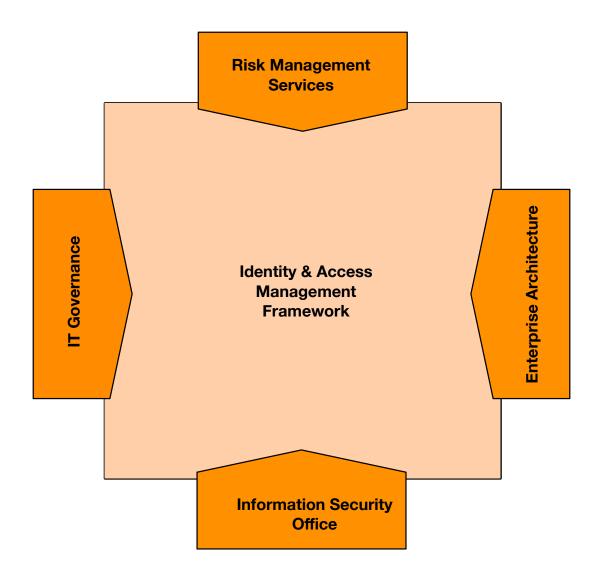
SECURITY IS A TOP PRIORITY IN HIGHER ED





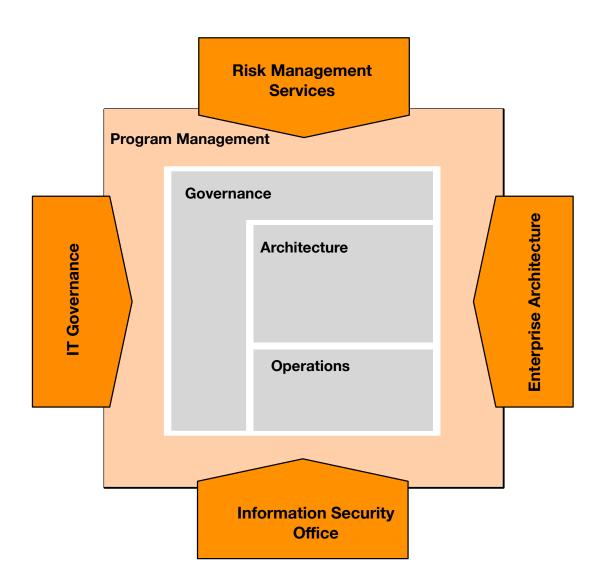
IAM CONTEXT





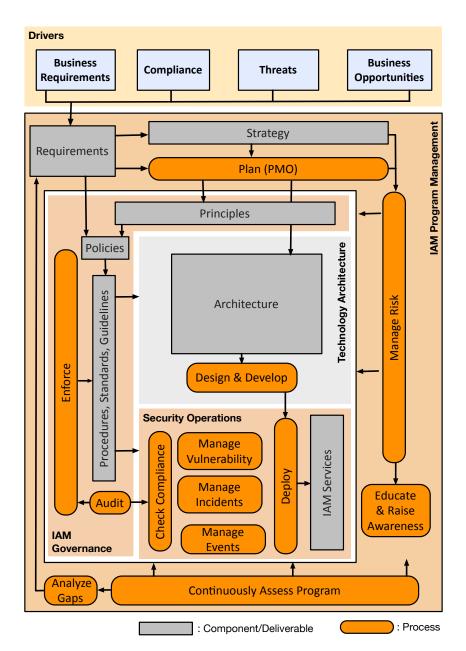
A POLICY-DRIVEN IAM FRAMEWORK





A POLICY-DRIVEN IAM FRAMEWORK







2. Adopt an IAM model that has been created for HE sector.

IAM & THE HIGHER ED ETHOS



- HE institutions are distributed, complex, highly collaborative, and mostly non-hierarchical.
- Their boundaries are not clearly delimited.
- Affiliations with these organizations differ widely in strength (from community member to employee), are multi-faceted (a person can be an employee, a student, a staff, and a community member at the same time), and are very dynamic (UBC has over 20,000 HR events per year).
- A tendency to distrust anything centralized; most units have a great deal of autonomy when it comes to rolling out the IT solutions they require.

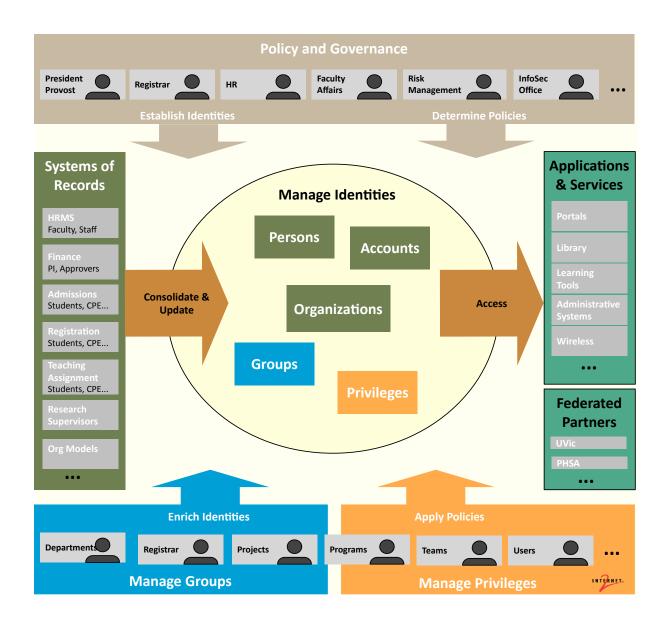
THE IAM CONUNDRUM



- Centralization of Identity and Access Management is critical because it enables better collaboration and promotes security
- ➤ At the same time, the administration of IAM must be decentralized to accommodate the complexity and specificities of our organization

THE INTERNET2 IAM MODEL







3. Control Scope

IAM SILOS



Departmental IAM

Dept A

Dept B

Dept C

Dept D

...

Community

Enterprise IAM

CWL HRMS Parking Housing Community Services Registrar Library .



4. Re-engage with our stakeholders at a strategic level

STAKEHOLDERS ENGAGEMENT



- Who their own stakeholders and constituents are; how they engage with them
- The policies, rules and guidelines they follow (whether formalized or not).
- What policies they don't follow
- What policies need to be created or amended
- The level of control they need to retain when it comes to identifying their constituents and providing them access to systems
- How they balance risk management and business agility
- Their concerns about sharing their information
- What information they need to access
- Etc.



5. Create a Planning Team

Activities

Artifacts

THE WORK AHEAD OF US



AS-IS Analysis Maturity Assessment

TO-BE Analysis Architecture Operating Model

IAM Roadmap

- Launch the project
- Stakeholders Analysis
- Establish an inventory of applications and systems
- Review current Operating Model (people, process, tools)
- Document the current state capabilities
- Document the main IAM use-cases
- Define a Maturity Assessment Framework
- Assess the current capabilities against the maturity framework.

- Stakeholders Engagement
- Document To-Be State:
 - Identity System of records
 - Integration capabilities
 - Identity proofing
 - Provisioning, de-provisioning
 - Attestation
 - Credential Management
 - Enforcement
 - etc.
- Identify the policies and standards that need to be created or updated
- Define the Logical & Physical Architectures
- Document changes to the Operating Model (people, process, tools)

- Gap Analysis
- Identify and prioritize capability increments
- Create the Roadmap

- Project Charter
- Stakeholder Engagement plan
- Current State Analysis
- IAM Maturity Heat Map
- IAM Technology Map

- IAM Vision
- Business Requirements
- Governance Model
- Architecture
- To-Be State

• IAM Roadmap

THE PLANNING TEAM



