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EDUCAUSE
Industry and Campus Webinar: Putting the Cloud to Work: Three Perspectives on Leveraging the Cloud for IT Security
Tuesday, October 20, 2020
1:00PM – 2:00PM Eastern
[Captioner standing by]

>> Welcome to putting the cloud to work. This is Brian Kelly director of the Cybersecurity program at Educause. I will be your moderator. Educause is pleased to welcome John Allen, associate Vice President, chief information officer and chief information security officer at Baylor University. Larry Schwarberg, Vice President of the University of Phoenix and mile Quinner. We'll introduce you to them in just a moment. We believe the chat is a valuable tool. We are encouraging you to be sure when you are responding that you select panelist and attendees so we can see your comments. If you have any audio issues, please direct a private message to panelists in the chat. The session's recordings and slides will be archived later today on the weeks. And now let's return to today's presentation. Leverage cloud-based security could do more than less. Today's panelists will share their experiences and their own unique journeys in the cloud. With that, let's begin our Webinar, "putting the Cloud to work." Andrew?

>> I am Andrew Sroka, the Chief

>> I am Andrew Sroka, the Chief Identity appearing live today from our beautiful Naples Florida headquarters. Between dodging tropical storms and the oppressive summer heat that refuses to go away, it is a perfect day to spend time with our panelists and participants today. Participating with us is John Allen from Baylor University, Michael Quiner is unable to attend. Let's go around the room and introduce yourselves to our participants and give us a little background on your

>> JOHN: Job Allen Baylor University. Been a career for 20 years. Specifically security. Started off in knit working and in 2003 became the first security officer and then in 2018, served as the interim CIO in this past summer I was named the permanent CIO. I balance both security as well as business needs for the campus. Certainly, the last six months has been extremely CHALLENGES as it has been for many campuses. But I will share in June, we actually went live with the Oracle. We did that during a remote period. Baylor University is located in Waco, it has approximately 18,000 students. About 3300 faculty and staff. Founded in 1885. In the big 12 conference hoping to play some football after bumps and grounds over the last few weeks with some of the challenges, we're all facing. Thanks for the opportunity today.

>> LARRY: I'm Vice President of the University of Phoenix. Been here six and a half years. I've been the [inaudible] actual many years ago, I worked in a managing hosting facility that was we
always said that we were in the cloud before it had a cool buzzword. Prior to that, I spent a lot of
time in the government, certainly understand how difficult it is to get things done sometimes.

University of Phoenix founded in 1976 by Dr. John Sperling where he saw changes in business
and the needs for business and focused on working adults and providing for them. We have
75,000 students. A million alumni and right now we currently have about 30 grand campuses.

Right now, I think we're 100% online. We do give some students the option to attend in person, I
believe. So and that's us. Thanks.

>> We can't wait for the Bears to start playing down here. Jacksonville excuse me. Brian gave us
a good lead-in on the context of this. We're talking about developing organizational cloud
strategies in a period of peril for a lot of organizations. The reality, the budget, time, the
resources, the managerial support among projects and needs for University that is are struggling
to find out how to best allocate and to move forward. It's different for every organization but I
think that we've seen some consistency. There're challenges. One of those things that that
we find when fashioned with challenges, how do how do we deal with it. We're hoping to allow
our participants to share their exercises from interest very unique perspectives. Very different
Universities and history. We want to find of a cross-section of a higher community so you as
participants could have a great deal of learning material to kind of hear and digest over over
time, some of the challenges that you are facing today. It is understanding all of the
organizations, cultural and plim and technical stakeholders and how to get them to participate
actively and buy into the project. And then finally, understanding the benefits of leveraging the
Cloud. There might be cost savings, resources. But there's a lot of less obvious benefits that
come from introducing Cloud. So we wanted to make sure that we heard from each of our
participants today, what made the most kind of impact on their organization. So we're going to
be asking several questions, just setting up our panelists to respond and kind of talk about their
own journey. Every organization involves their strategies a little bit differently. Chief among
them this year, obviously, has been the impact of Covid on the world and hyper education has
taken a big higher education has taken a hit. To my panelists, I would say how have your
organizations changed your Cloud portfolio this year in response to that? [Laughter]

>> I think we missed a slide. Okay. We're probably 25% to a third of our applications. We've
gone into our digital transformation. We started this journey about four years ago. But really
aggressively picked up about two years ago. We're probably close to 50% and we're looking at
all of our infrastructure. We look at how can we save time and focus on the bigger needs and
have people be more innovative than spending time patching servers or upgrading or configuring
and doing those kinds of things. We've got quite a bit and continue to propose guess more as we
continue to try to horn our technical debt. Jon?

>> It's been really interesting over the past few years to see our decisions as well as the decisions
of our vendors and partners where we sit. I go back and look, you know, three, four years ago
and authentication was on site. Our MLS all of these were on site. Even our E-mail system, back
five years ago. Now I sit down, and I put on the business resilience hat which has become a big
topic of Covid and what's the durability and for people to work remote. It was really eye-opening when I started to look and say, the vast majority of our core, critical operations, the wait we do businesses day to day are actually Cloud post hosted and the security on that is also Cloud posted. They are tied to core infrastructure. They are not the applications that are delivered to the client-base that we're located in the data center. I think a lot of it is about glue, as I joke, certain integrations or applications that should be on premise. But when I look at a lot of the pieces, whether it be, you know, authentication is always one that comes up, multi-factor authentication and things like collaboration TOOLS. Huge security component. How are we going to make sure to keep that in place? Backup, right? And oftentimes I think people overlook that crucial piece of it. As we talk about ransom rare and seeing some of the Ransomware attacks. Do you have a backup strategy tied to the physical presence or do you have one that will work with your remote work and make sure they have the ability to make sure their machines are backed up appropriate. It's interesting. I went through the list and I realized the majority. I would say as we talk about security tools, probably 75% or greater are cloud hosted and I think the piece of that surprises me, it's been a national evolution that's what happened. It wasn't delivering RIt. In some ways, it was, hey. If we have a choice, we're going Cloud premise. I think that's the reason as I took back and we're there and we didn't realize it until it came the questions of the application, what does it look like for the end user.

>> ANDREW: And you touched on where I was going to ask the next question. For a lot of organization, we're seeing Kind of backing into Cloud strategy by responding to needs in real-time. I think the question is, did you start out by trying to develop or define a cloud strategy or it just became a matter of the process.

>>> Cloudy Larry?

>> LARRY: I shut down the security system that had some machines in the Frick. The challenge, trying to find the right people to support it and fix it. And one of the benefits and I think we might touch on it later. As we get systems and application that is our cloud clouted ready, they are more resilient. We can upgrade them faster. Deploy them faster. The speed at which we can move is when I was at a hosting provider, we could get a server to go in eight days. People thought that was amazing. Now you can do it 30 minutes to an hour. Our strategy that that we adopted was cloud first. If it can be in the Cloud, we need to put it there because then we don't have to have focus on the maintenance and support and the back end of it. Our challenge, the analogy we've used when you live in a house for a long period of time you don't realize how much stuff you accumulate and we have north of 700 applications and we're continues to have to make those and convert those into Cloud-ready Pratt forms. And we have a lot of legacy that requires its own platform. The longer we get, it gets more risky because if it goes down, what do you do? You can't get support. we're focused on getting the cloud ready and reduce the applications that reduces ours support and the benefits keep compounding.

>> ANDREW: Excellent. You kind of touched on it, JON Talking, there might be someone
retiring or if you could describe for our participants, your own personal thought process. When you come to identifying what services, what functions? What are good candidates for the cloud DELIVERY model? And maybe it's just opportunistic as a vendor that provides something that you didn't know you could have. You know if we could break down that build buyer augment for a moment.

>> The decision has been made for us. Let's be honest. More often than not the vendors have decided these will be hosted solutions. Not on-premises solutions. There are circumstances where you have to make that choice, but I think they are becoming the exception and they are certain Lynn not nearly how often you come across them like three, four years ago. When we look at these technology companies, for a while, the ones that were innovators were starting off and could go to cloud because they didn't have the legacy baggage. They could pick up and say, hey. That's the direction we're going. And others had to play catch up. As we look now, it's very clear the strategy delivers delivering good, strong solutions that stay up to date. I think Larry touched on it a lot. The technical debt that we've built out our organizations as a result of the hey, we're special. I always joke. Everyone in higher Ed is a special snowflake. You don't understand our business processes are unique. We need something configured and unique to us and putting orange the hat, the question I've been tasked with, why? Why aren't we doing vanilla? Why can't we take the can conclusion? You don't understand. Ten years ago, there was this situation, and we need to be cautious of this. And my CEO looks at me and says seriously? We're going to spend all of this time because one time there was a snowflake with a special formation. No. We need to be forward. I think the piece that's shifted so much, rather than starting with the technology, the technology just needs to be able to execute and be transparent. It's about those business processes. And really getting to tight, strong business processes, but then the technology can easily support because it is not something that's a special unique piece. Now, what I will say in any industry, there should be a small percentage which is what are differentiations are and where those come up, that's absolutely where we should be looking at building and investing and doing those unique special things. But at the end. Day, we shouldn't be building finance and student and everything that's unique and different. That's not where we add value as institutions. It's in places like research. I think that's a nice piece that's coming true, not only digital transformations, but the challenges we also faced the last six months, we're doing this and saying, who are we? And what should we be bringing to the table that really defines who we are. And then the

>> ANDREW: I like the way that John started that the decision has been made for us. I did talks ten years ago, and everyone was concerned about loss of control of their data and system and the upgrades. Now you have the environment is hang changing. There are companies out there that you can show they are displacing other companies that have been around for years. You know taxis, they are now updated. How many people use taxis? You have to continue to be innovative and move on, for us, definitely the students they shouldn't have to worry about should I post my assignment on time. Or am I going to be able to chat? Is it the system up or is it down? Even on
the back end of that is my data, is it secure? Protected? When I look at these things and say candidates, are all these are all candidates. If we can provide quality educator to our learners, we will excel. We put everything out there, we focus on what type of data? What are the controls that they have in place? And we're continuously looking at our vendor risk process, making sure that our vendors that we're in in entrusting with this data that they are protecting it as we would.

>> ANDREW: We have one question for the participants. Of. The question was, how do you protect stand-alone end users who are not physically on campus or under the campus security umbrella? I kind of extend that a little bit based on our conversation, how does that play into your Cloud strategy or decision?

>> I will jump on that. First making sure regard also of the user integrating from a personal system, an institutional system, it is able to protect the data. That's not perfect, right? That's just one layer of the piece. I think we often say, layered security is the key. Certainly, we try to require wherever possible, we're accessing the systems. I think one of the interesting things is you back up two, three years ago and the talk was about KAZBIES and now the Cloud providers are becoming their own Kazbies. So I think a lot of it are the actuals that what we're finding more often than not, high, we need to add this she chur and we realize, wait, the system has it or we didn't have it turn it on or it wasn't configured. I think that's the piece that goes back to the cloud, it's changing. The last time that you looked at this 18 months ago, it will not look the same. We took about vendor management and vendor assessment. It's keeping up with the features that we're keeping up with on an annual basis. There are new features coming. Ability to secure data. Frankly, any vendor that's providing a Cloud solution right now, that has to be at the forefront as they talk about innovation. Because disruption has provided that everybody was thinking about that, if not maybe a year ago. How many call centers are operating out of people's homes today and how many were thinking about a priority when we were talking about credit cards. Dramatic shift. The platforms are adjusting to that. I think is a lot of it is irk mag sure to have those partners, so your vendors understand what your needs are.

>> LARRY: We decided to renew the students' desktops. We bought a bunch of laptops and now all of a sudden, we’re 100% remote. We got lucky because you couldn't get laptops there for a while. When we look at the protection of those, it's not just the technology. We've changed our end point protection where it is more behavior placed. We put all. Controllers in place. Get them connected. One of the other things that we have focused on is ramping up the security awareness. If I can teach them how to recognize a suspicious E-mail and how to report that and the number of reports that we're getting on a weekly basis is increasing rapidly. We're still ramping up. Especially with-it being October, Cybersecurity month, we want to educate them. We have some, we do have to investigate where there’s I think Jon mentioned earlier, about ransomware. How do we do that? The other thing we had to look at was business process. There was the user, employee, would print out the document and swivel chair it to another system and input that data so input that data and we're not sure how though are doing that. It's sensitive material. So
between technology, education and finding the balance of usability versus security. Making sure that we're managing the risk without impeding their ability to support students.

>> ANDREW: A quick poll question for our attendees today. The strategy portion is the there's a lot of different things that can come into this. We've seen Covid. We've seen the budget restraint; I think would be safe to say that's come from 245. So, how and has your campus changed its Cloud Strategy due to the Pandemic? Increased? Decreased? Or no change because you were already faced with these choices. Jon.

>> JOHN:

>> ANDREW: I'm not seeing the poll. Oh. There it is. We see the increased reliance in crowd and cation there.

>> LARRY: Cloud application.

>> ANDREW: Next part. We're going to combine a couple of these because they kind of play on each over a little bit when we ask our panelists, you know, the everyday now there's a new Cloud start up. Vendors are making, the decision what vendors are best because they are creating those Cloud applications for the organizations. It can make it overwhelming when it comes to evaluating and if our panelists could share with the audience. How each of you approach this? What are you looking for? What type of resources and research do up rely on? And what data points going into making a successful decision on identifying and selecting. And a part of that is you know, RFIs, rpf's, in a time when we have a rush to get things done because we have limited resources. RFIs and rpf's have more maybe sure how to make them more effective or eliminate them all together?

>> LARRY: I will jump in a little bit on. I think the business needs to be the focus in deciding what is the right platform or tool, right that should not be the technology choice but I do think the technology plays a critical role in making sure the businesses the impact of the decisions and that goes back to the RFI, RFPs. Back in 2016, Nick Lewis from internet 2 and myself did a around cloud Pratt forms and Cloud securities and we shared a crazy idea about high higher education and that's morphed and has gone through so many changes in the last four and a half years half years for the vendor successful tool kit. And that is what the higher education community believes is critical for us to be it's not the magic button. It's not the easy button. But it's the first time that I can go to a vendor and say, you know those cumbersome some push were responding to you?? The guy literally wanted to give me a hug. He spent most of his evening sitting out different security questionnaires. A great example of how much we of how we could do something better today. And I get it so much faster. Oftentimes now, I will mention this, and I
will have one in my inbox within an hour. Whereas I would have to beg for weeks and weeks to get the security questionnaire completed. I think it's the perfect example, being in high higher education is so unique. I'm sure that Larry can speak to this piece. That's an empowering piece for us. That we can get out who are the good vendors? Who are the ones being honest with us? And give us the information and the accountability when we talk about security and assurance and reliability and I think this is a great example of what the community has been able to do around the shared security assessments. I would say if that's a piece that you haven't seen, it's a huge game changer for how you look at RFPs, RFIs. That's just it's a quick plug. It's a sales pitch. I'm putting on my sales hat for a second. It is has brought dividends for not only my institution but others across the country.

>> LARRY: So for us, we look at the types of lay DA that we're supporting. I agree with John. I don't provide any input of vendors with around operations and what they are doing. They know what their needs are but what we have done in the past, about 12 months we've worked with our sourcing and procurement, my team sees every vendor but we've always created a decision that is automated so that if you go in and answer certain questions, then my team it's an automatic approval. I don't need to know the people who cut the lawn and trim the trees. And when up enter into a contract, don't need that. But what we to need any time you are providing financial data or student personal data because we have to also work with our compliance folks to make sure that, you know, we're abiding by CCPA and all. Guidelines they are concerned about. But we're concerned about protecting data. Depending upon how you answer the question, also depends on how many questions you have to answer. We have an addendum that is quite extensive for our security vendors that we've added procurement and sourcing, added that to the contract. And then let's talk about let's talk about the types of DATA. Maybe you don't need encryption if you are getting a name and E-mail. We've also integrated the entire process with our team who look AT other risks associated with other venders. Are they financially stable, are they not selling things that will be they making sure they are abiding by those things? Now we have a more comprehensive view of risks when we approach vendors.

>> ANDREW: And that's a great plug, JON and I appreciate your response as well, Larry. I've used this but my question is, what do I do with the information when I get it back? Can I have an expectation? To most institutions simply get the hack but and keep it on file.

>> LARRY: That's the part of the process that's the part of the process. You have a risk assessment. What's our usage of the tool going Babb to be? What is the residual risk involved? Is there a control that's larking? At the end. Day, our organization, the business is the one that is signing off on that risk assessment. So this have to understand that these are the risks and the expected configuration of the platform. I will highlight that we have as kind of an aside to that, put out the clouted broker index, which is a base where vendors can post the help at. It isn't a tool that's going to give you the numbers up, numbers town. You do have to an analysis. Maybe I'm very conservative when it comes to security risk when it comes to our institution and there could be another institution let's say in Cantu that is very, very on the bleeding edge and is okay
accepting that risk. The help isn't going to this is really the start of a risk assessment. It's about looping the business in. At the end of the day, I do my job I will take a risk I will do my job and make sure that the I have my folders that I keep these in. I don't understand. Maybe there's a strategic there that people you have to do the risk assessment.

>> ANDREW: Let's move onto the next poll section. Clearly, there's a lot of different ways to gather resources and I think to John's point, the market There's a lot of different stuff so we could be curious to see what most people are relying on when it comes to vendor selection here. So peer reviews and references and I think that's a great point based on what we've heard already, the fact that the hyper communication is so willing to have those conversations. Not surprising there. Let's move on. We're running a little long today. We're going to try to condense a few of these sections. You know, we have some information that we've gotten from our panelists today, how to identify candidates, how to make strategies for research, vetting. But a big battlefield can be inside the house. It's the culture, political, internal stakeholders that you are required to sell and bring on board and we would like to hear from our panelists, how you manage the heavy lifting on this and the how to you get your internal team on board, the power all of the different obstacles in the organization that may or may not have anything to do with the functional part of the application you are trying to sell.

>> JOHN: Having just completed significant transformation in our campus and I've looked back and, you know, many institutions have struggled with large digital transformation. And my legalization is, the technical is not it's this magic thing called change management. As I put on my technical hat, I think what does it have to do with the code check in and check out that they are doing? Change management is changing that culture, right? That was probably the biggest shift for me, moving from wearing the birth hats. To and to not cut corners. If you look at management, the places that get cut the that’s training, that's marketing. We can trim those things. The consultants are expensive. Jon can figure that out in the corner, and we'll be fine. That's where the projects fail. First and foremost, when you talk about cloud applications, has to be on change management because that's the piece that ultimately you are strongly responsible for. Sure. You will be building the integrations and doing the configurations but at the end of the day, your team owns change management top to bottom and you are the one, partnered with your business, that's going to have to sell why in is being done, how it is being done and be willing to change on the fly. As we're coming into March, we were T t-minus 90 days to go live. And lo and behold, the consultants are going home, the staff and we're going to try to take this system live and train all of the individuals across the campus. That's where having the investment in change management was critical because we had the resources to be able to pivot and say, we had a training and delivery man. We're going to change that. But if we just depended on don’t worry we’ll just do some seminars. I think I step away and look, digital transformation suggesting are because of good change management.

>> ANDREW: That's excellent. Larry, your thoughts?
>> LARRY: And I think for us the selling was done two years ago and it started at the stop, as we decided, the President of the University of Phoenix around the leadership team as well as in I.T., we decided to transform into an agile organization. As we continued to learn about agile and how we can change when we started selling it, we have now these that have business folks and I.T. folks on the same team and focused on management and we have we do big planning and we have another one coming up I believe next week. We get together and make a business and make sure that we're prioritizing and focus on the long-term goals. The selling part is already done. Two things that are included are architecture and security. Architecture from the standpoint to make sure that somebody doesn't go out and buy another ticketing system. We're still working on the full adoption and extreme ownership within the teams.

>> ANDREW: Great. Thank you so much. Our next poll for our participants, you know, we've heard a lot of kind of food for thought here and we would be interested in kind of seeing what your own organizational barriers have been, what the trend is maybe for some of the people participating today to say, you know, here's where I run into the most trouble. Is it my own I.T.? Is it people unwilling to give up that function or job? Obviously, there's budget constraints and restraints as well that we're seeing as well. Sometimes those are easier to navigate within the personalities of the organization. We're looking to see if there's any trend here among those people on the Webinar today.

>> LARRY: Didn't see that one coming at all. [Laughter]

>> LARRY: There's still a management understanding barrier that a lot of organizations are faced with and that's something that I think, you know, is something that as a community, we can work on and certainly the vendors participating actively as advocates for higher education can help that as well.

>> ANDREW: For our last section, we're getting down to our last 12, 10 minutes of the seminar. We've figured out the strategy, identify the vendors and we made a project happen and some level of buy-in has occurred. Now we have so figure out are we successful? Certainly we talked that there's obvious benefits to cloud enablement. You can reallocate resources to big projects. But I would like to hear from our panelists. What are the indicators of success? And what benefits, maybe they are not the hard around the soft benefits from invoking an investing in our cloud strategy. Are you planning to continue obviously, I think we've heard from you that this is not a one-off? This is the future of high higher education. I would like to hear your perspectives. Larry?

>> LARRY: I think from our perspective it's really; I know when I look at the things that we've outsourced to the security perspective and put in the Cloud. We used to have a higher percentage of what we call run activity, those things of maintenance and operational support and changing different things and I look for candidates for automation, that we get faster in a cloud
environment. And so, I usually monitor and what I've seen over the past 24 months. We were at about 890% activity, about 10% grow and improve, the security within our environment and now we're probably sitting around 60% grow activities and 40% run. We're still continuing to try to streamline that. I think that's the big one for us. Where our team is spending their time.

>> ANDREW: Excellent. Jon?

>> JOHN: Yeah. Any time we're making an investment, there should be a business case and key performant indicators for success. For instance, in our ERP tack project it was about making sure we're getting efficient in those business processes. A lot of people say that's not technology, but it is. Frankly, the complexity that existed was a result of technology enabling it. We were the ones who came along and said oh, yeah, that whiteboard, we can hold on. Let's have the conversation with somebody who understands how to build efficient processes and make sure our team become as I ware of these efficiencies. That's a positive thing. You throw a programmer in the area and he it doesn't mean that it is the right solution. The other piece is the infrastructure that we need to for Cloud services. It's fundamentally different. I looked at and five, six years ago, I wasn't worried about my integration platform. I didn't have one. I was doing direct sequel and file batch loads. I wasn't that concerned about identity, frankly, and now it is in the batch loads that I have in a lot of platforms. I have a strong integrations platform. I have a strong identity program. But master data management as we go to the platforms is crucial and getting the business tied it into the data ownership and data Kroll. At the end. Day, everyone is expecting that we're getting business intelligence from the platforms. The only way we're going to do that is pulling the data and then being able to execute the business intelligence on top of that. I think that's the big pieces I look for. Checking the three boxes to make sure that you have the plumbing to make sure you have to support a robust Cloud infrastructure.

>> ANDREW: Excellent. Excellent. You guys have been absolutely wonderful today. We've learned a lot, I this think about defining and shepherding strategies throughout an organization and I think that Larry and Jon, your experiences and your journeys in this has been unique in a lot of ways. But perhaps common in the high higher education needs and the business of doing the business of education. I think my last question before we turn it over to your participants' questions. What's the next big Cloud technology initiative that you and your University is planning for?

>> LARRY: I think for me, it's really the big picture of identity and access management and Jon said it earlier focusing on authorization and identity and we still have on-Prem and we want to management roles better and who gets access to what. We need to provide that as quickly as possible to on board those folks supporting our students. We're looking to learn lessons there as we push this into our student environment so we can make sure it is the right student and the right people with submitting their assignments. The overall management program for us is huge.
>> ANDREW: Awesome. Thank you, guys. I wanted to kind of just thank our awesome panelists, the guests of Educause. We're going to provide some contact information and some links at the end. Presentation, and a little bit about what we do at Fischer. But also some contact information for the panelists. Questions for HECVAT for join. But we do want to open it up for questions. I can't see the live chat. So I need to ask the moderator or panelists if there's

>> LARRY: I think you did cover everything in chat. I posted the link to Fischer. Thank you for your support there as well.

>> We're glad to spend some time with it. I always love talking to Jon and Larry. I think they respect great insight in higher education and have been great contribute outers, we love to see advocacy where it comes from. With that, I'm going to turn it back to Educause. If there's anything more, contact our panelist the directly, contact Fischer directly or me with any with any questions. I want to thank Brian for being the moderator today and turn it back to Brian. Thank you.

>> Before you sign off, click the link for the session evaluations in the chat window. Your comments are important to us to help inform our programming. The session recording and slides will be posted to the website later today. Feel free to share those with any colleagues who missed this session. And finally, join us for our next session on November 5th. To learn will hybrid and remote learning. On behalf of Educause, this is Brian Kelly. Thank you for joining us. Today. Thank you all. Good job.

End of Webinar