IT Governance Committee
Meeting Minutes
5.18.15

Members in Attendance:
John Charles, Vice President for Information Systems and Technology
Professor Denny Freeman, Dean for Undergraduate Education
Professor Karen Gleason, Associate Provost (Co-Chair)
Professor Frans Kaashoek, Electrical Engineering and Computer Science
Anthony P. Sharon, Deputy Executive Vice President (Co-Chair)
Glen Shor, Vice President for Finance

Guests:
Eamon Kearns, Sr. Director, Information Systems and Technology
Professor Robert Redwine, Director of Bates Linear Accelerator
Mark Sils, Associate Vice President for Information Systems and Technology

I. Meeting minutes approved (Approval Item)

II. IT Policy Committee Report (Update Item)
- Professor Redwine reviewed the membership of the IT Policy Committee – Chris Bourg has now joined the committee and students will be involved as appropriate.
- MIT needs to be consistent with FERPA, for example – educational records. Emails are defined as part of educational records.
- The Vice President for Research (VPR) area raised the issue of special accounts. A collaborator outside of MIT can be given an account that comes with broad privileges (e.g., Library system). Some people have submitted articles to journals and the journal assumed they had an affiliation with MIT. There is a need to create a specific domain name – @guest.mit.edu.
- The student side is a separate conversation – the assumption is that we will have the same model where they would have a sponsor – SIPB has been granting mit.edu email addresses.
- The question of “what happens with people who are here on sabbatical?” was raised.
- A suggestion was raised to separate email from Kerberos and have a similar menu like financial sign offs (a menu to choose from) that can map entitlements to type of person.
- Institute Research raised the question of sharing edX data. Anyone who requests the data is required to sign a statement that they take full responsibility for compliance. There is not an easy technical solution. Most people are willing to sign.
- IS&T has an action item to implement @guests.mit.edu.

III. Strengthening the Security of MIT’s IT Environment Memo (Approval Item)
- John Charles asked for feedback on the draft memo to the community to validate that the message that is communicated and the timing seems reasonable to the Committee members.
- Concerns were raised that the two-factor authentication requirement will not just apply to staff but also to students and that this could possibly cause them an unnecessary inconvenience. It was suggested to focus on security critical systems and then roll out two-
factor authentication more broadly. It is not clear that students have access to security critical systems.

- Two-factor authentication can be burdensome if you don’t have a smart phone.
- The most recent issues have involved VPN access – this is critical. Any critical service you access from VPN still requires two-factor authentication.
- This issue needs to be addressed overtime – this is the first step in the process. It will be better to learn from experience.
- The decision was made to remove students from the initial required date. This memo would be intended for faculty and staff. The VPN would be addressed outside of this initial process.

IV. IS&T Project and Service Portfolio (Discussion Item)
- John Charles reviewed the IS&T Projects and Services Portfolio.
- For the Education Systems Projects, the lower right quadrant maps back to operating model. The size of bubble represents size and complexity of the project. The more green and blue, the better off we are. There will be items in yellow in the upper right quadrant that will need to be maintained. The X axis is the modernization gap – the right is high, the left is low. The Y axis is the Business Value – the bottom is low, the top is high. The placement still needs to be vetted with Student Systems Steering Committee (SSSC).
- John communicated that this is a rendering of what we are looking at and IS&T will prepare something similar for the administrative systems and research computing projects.
- For the Education Systems Services, there are a number of services that live in the upper right quadrant. As they get older and older, the services shift to the right. John indicated that it is helpful to look at what systems might be due for a modernization and replacement. There is some correlation on yellow with projects chart.
- For the Infrastructure Projects, most are in the left hand column. Bubble #8 is Cyrus email (down to 6 users). There was a request to be more clear on what exactly are the Infrastructure projects.
- There was agreement from the IT Governance Committee members that this is a good place to start for a rendering.
- IS&T has an action item to change the bubble size to match the spend and the number of FTE and to have a drill down (possibly as an appendix) to see in greater detail what’s in the family.

V. IS&T Transformation Metrics (Discussion Item)
- John Charles provided an overall update on the IS&T Transformation.
- During the transition IS&T conducted a comprehensive inventory of responsibilities for all staff. IS&T looked at the shifts in teams and identified ways to improve how work is done. In the past IS&T had highly balkanized teams. Staff are now able to immediately see how work can be done differently/better. A transition workbook was developed, reducing communications overhead (trying to make it easier for staff to find the information spontaneously) and number of meetings and duplication of effort to free up staff time.
- Use cases were developed by the Change Management Team from a DLC and IS&T perspective and staff worked through them to help identify new models to strengthen community relationships. The Business Systems Analyst role has become forefront. The goal is to embed them in client areas and make sure right resources can come to bear. John indicated that the model won’t scale to all the DLCs but a pool of resources would be available and IS&T is looking to leverage the Libraries model. IS&T plans to pilot this new model over the summer.
• IS&T has also been supporting staff by holding twice weekly Open House sessions for questions and answers. Additionally, a blog has been developed to enhance the lines of communication.
• John presented the IS&T Transformation Metrics to validate that they are the right metrics to track and report on. Milestone 1 Metrics are focused on people – upskilling, retooling, and restructuring.
• There was agreement from the IT Governance Committee members that these are the most meaningful metrics.

VI. Overall Progress: IT@MIT (Update Item)
• John Charles provided an update on the FY14 and FY15 investment profile. He indicated IS&T is making good progress on reducing Keeping the Lights On (KTLO) activities. The question of the appropriate target was raised. John indicated that there isn’t a lot of good information on that in the Higher Education space. In the Finance and Insurance industries they want to see 35% innovation. If IS&T could address the modernization gaps we would be in a good place.
• IS&T has leveraged different strategies to retain talent and has hired 10 new FTEs.
• John reviewed the Enabling Services Progress Indicators against the goals of Enhancing Agility for DLCs and Admin Units, Modernizing and Advancing Excellence, and Enabling the MIT Community.
• John requested feedback on the progress indicators and there was consensus from the IT Governance Committee members that they are appropriate.