IT Governance Committee Meeting minutes  
October 5, 2011 3:30 – 5:00PM  
4-202

Attendees:
Martin Schmidt  
Marilyn Smith  
M. Frans Kaashoek  
Claude Canizares  
Armand Doucette  
Dan Hastings  
David Segaloff

Guests:
Andrew Bonvie, Sr. Manager, Network Installation & Projects, IS&T  
Mary Callahan, Registrar, Office of the Dean for Undergraduate Education  
Eamon Kearns, Assoc. Director, Education Systems, IS&T  
Mark Silis, Assoc. Director, Operations & Infrastructure, IS&T  
Allen Wallace, Manager, Finance, IS&T

AGENDA
1. Approve July 28th Meeting Minutes – [David]  
2. Update on Education Systems Roadmap - 10 minutes [Mary Callahan & Eamon Kearns]  
3. Update on Digital MIT Projects – 10 minutes [Marilyn]  
4. Update on Administrative Systems Roadmap – 10 minutes [Marilyn]  
5. Review FY12 Network Deferred Maintenance Plan/Roadmap (& TNSC Capital Budget) 45 minutes [Andrew Bonvie, Mark Silis, Allen Wallace]  
6. Follow up on Domain Naming – 15 minutes [Claude]  
7. Next Meeting Tuesday November 15th  3:30 – 5pm 4-202

Decisions:

• Approved the minutes from the July 28th meeting  
• Approved Digitization of Forms phase 1 ($600K), Web-based OPA Reporting Process ($ TBD) and Electronic Storage of Awards Documents ($300K).

Next Steps/Action Items:

• Mary Callahan to follow-up with Armand regarding schedule course load plans.
• Frans to ask Dave Clark, Senior Research Scientist at the Computer Science & Artificial Intelligence Lab, to articulate his opinion on acquiring gTLD “.mit”.
• Marilyn to ask the members of the IVY Plus group what their institutes are doing about acquiring high-level domain names.

Discussion:

• Approved the minutes from the July 28th meeting.
• Education Systems roadmap update:
  o On track and following the roadmap. They have accomplished the work they planned to complete by this time.
  o Started development of mobile interfaces to Education Systems. The Online Registration system was implemented in August. Since implementation, over 2,200 students registered online and 700 students changed their emergency contact information online.
  o Over 450 faculty and students responded to a user feedback survey and feedback was generally positive.
  o Several older technology systems, Weblogic and X-roads were replaced.
  o Both the Stellar and Admissions systems have been virtualized. Since virtualizing these systems, no issues have been encountered and performance is improved. Virtualization of the MITSYS system will be completed by the fall.
  o 16 departments participated in an Online grading pilot, issuing over 4,000 grades.
  o Online transcripts go live the week of October 10th – students will be able to request transcripts online and they will be sent electronically within 30 minutes. The service will be available 7x24 from anywhere.
    ▪ Discussions have begun about sending transcripts between schools. Further in-depth discussions will take place in January with the Graduate Administrators.
    ▪ Experimented with the Blackboard system with 14 courses. We recommended not pursuing this product and have decided to move to a modular web services approach to Learning Management.
    ▪ Other projects being worked on include:
      • Online financial aid award letters
      • Enhanced Student Accounts processes
      • Modular web services for Learning Management
      • IAP System replacement
    ▪ Armand asked if schedule course load is included in future plans and Mary Callahan said she’d follow-up with Armand.
    ▪ No major changes to the roadmap are planned other than to further refine the 3rd year projects.
• Digital MIT projects:
  o In July the IT Governance Committee approved $600K from Digital MIT funding and $370K from IS&T carry forward funding.
Further examined the Digitization of Forms, Web-based Outside Professional Activities (OPA) Reporting Process, Electronic Storage of Award Documents and Enterprise Digital Document Repository projects to understand their intersections and architectural implications.

- The Digitization of Forms and Web-based OPA Reporting Process are data capture/workflow projects, while the Electronic Storage of Documents and Enterprise Digital Document Repository projects are classical document management projects.
- During discussion of the Web-based Outside Professional Activities Report Process project it was noted that in addition to the reporting of outside professional activities via the OPA form, there was a requirement to report outside professional activities in COEUS too. The project team is examining the relationship between the OPA and COEUS processes to ensure consistency.

- Recommend the committee approve the Digitization of Forms phase 1 ($600K), Web-based OPA Reporting Process ($ TBD) and Electronic Storage of Awards Documents ($300K). We are not ready to recommend approval of the Enterprise Digital Document Repository project at this time.
- Approved Digitization of Forms phase 1 ($600K), Web-based OPA Reporting Process ($ TBD) and Electronic Storage of Awards Documents ($300K).
- Armand indicated that location independent work has become more important considering the renovation of E52. He is trying to confirm if this kind of work can save physical space. He wants to hire a consultant to look at space design and identify what systems and services would be needed to make it work both on and off campus, but he requires some funding. CRSP has some interest in this, however what might work at Sloan might not work in other areas.
- It was suggested that Armand speak with MITCET and to keep the IT Governance committee informed of progress.
- With regard to the request to look at video infrastructure on campus, there is a group comprised of the Libraries, IS&T, the News Office and Sloan that will be assessing the needs and identifying the gaps.

- **FY12 Network Deferred Maintenance:**
  - Allen Wallace reviewed the TNSC Telephone and Network Service Center financial model and then began a review of the network deferred maintenance plan.
  - Deferred maintenance meetings with IS&T, Facilities, Marty Schmidt (CRSP), VPF, EVP and DSL have been held since September 2010 to review the status of buildings in need of network upgrades. The review meetings help prioritize the work, identify sources of funding, and foster collaboration amongst meeting participants.
  - In addition to participating in the deferred maintenance meetings, Andrew Bonvie, IS&T Sr. Manager, Network Installation and Projects participates in the 2030 planning group.
Our network deferred maintenance plan is prioritized into 3 tiers, with tier 1 being the highest priority:

- Tier 1 - One to two years
- Tier 2 - Two to five years
- Tier 3 - Beyond five years

Tier ratings are based on:

- Frequency of service calls
- Availability of replacement equipment
- Magnitude of use
- Functional obsolescence
- Availability of closet space

Network upgrades to buildings are done to replace old wiring and improve network speeds. Wireless network components should be replaced every 3 to 4 years, while wired network components can go upwards of 5 or more years.

As part of our deferred maintenance plan we recently completed a $1.4M wiring upgrade to our offsite Data Center, OC11. This facility currently has 76 usable racks and the electrical usage averages between 7-10kw per rack.

• Administrative Systems Roadmap Update:
  - Israel, Marilyn, Deb Leitch, Wayne Turner, Jerry O’Toole and Bart Dahlstrom are working on the Administration Systems Roadmap. They have decided to organize the Roadmap by business function.
  - Wayne Turner, Jerry O’Toole and Bart Dahlstrom are developing a 12 to 18 month list of Administrative Systems projects. They are focusing on getting the critical work done first.
  - They are scheduled to come back to the IT Governance Committee with the list of projects at the November 15th meeting.
  - There are 3 projects underway to look at deferred maintenance:
    - Day to day operations – 1,600 production jobs run in different places; need to document what they are and where they run; will implement a job scheduling tool and will form an operations area within the Operations and Infrastructure group who will run the jobs.
    - Enhancements – 600 to 700 enhancements are outstanding; need a better process to address them and to identify the bottlenecks; need to understand why there are so many enhancements.
    - Where are we going with SAP? – There are a number of studies this year that are looking at the de-customization of SAP? We need to understand exactly what that means and identify alternatives.

• Domain naming:
  - The Technology Licensing Office (TLO) are pursuing the purchase of .mit as a high-level domain name.
  - The use of .mit, could be a standard; Harvard, Yale and Stanford are already considering doing the same thing.
  - The rules governing high-level domains dictate that we would not be able to block the use of the .mit domain by others who would want to buy it, but we
would be able to challenge their right to the name. The cost to file a challenge is $25K. The ongoing cost could prove costly, perhaps even more than the cost to purchase .mit.

- Compared to other protections already being paid to protect the MIT trademark, the purchase of the .mit domain name is not excessive.
- The feeling is that we should move forward.
- It was suggested that we get advice from sources outside the legal department and then make a decision.
- Marilyn will discuss this subject in the Ivy Plus group to get a feel for what other schools are doing.
- Frans agreed to ask Dave Clark, Senior Research Scientist at the Computer Science & Artificial Intelligence Lab, to articulate his opinion on acquiring gTLD “.mit”, given his expertise on DNS and its politics & policies.