IT Governance Committee Meeting – DRAFT minutes
November 15, 2011 3:30 – 5:00PM
4-202

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

Guests:
Bart Dahlstrom, Assoc. Director, Administrative Systems, IS&T
Tim McGovern, Manager, Security Systems and Services, IS&T
Gerry O’Toole, Director, Financial Operations, VPF
Mark Silis, Assoc. Director, Operations & Infrastructure, IS&T
Wayne Turner, Director, Business Partnerships, Employee Relations & Operations, Human Resources

AGENDA

1. Approve October 5th Meeting Minutes – [David]
2. Review “Roadmap of Roadmaps” – 10 minutes [Marilyn]
4. Update on the Committee to Develop a Vision for MIT 2030 for Teaching and Learning Spaces & Athena Clusters - 5 minutes [Dan]
5. Review Administrative Systems Plan - 45 minutes [Israel, Marilyn, Bart Dahlstrom, Gerry O’Toole & Wayne Turner]
6. Next Meeting Friday December 16th 1:00 - 2:30pm 4-202

Decisions:
• Approved the minutes from the October 5th meeting.
• Approved $1.6M in additional funding for 2012 for Administrative Systems. $500K will be taken from holdback and $1.1M from carry-forward funding.

Next Steps/Action Items:
• Update the Governance committee on our learnings after the border protection and secure wireless implementations are completed.
Discussion:

- Reviewed the Roadmap of Roadmaps.
- Update to MIT Network Security Roadmap.
  - The IT Governance committee reviewed and approved the MIT Network Security Roadmap on February 15, 2011.
  - Planned projects included implementation of border protection equipment, installation of an intelligent log management system, implementation of secure wireless, and piloting of virtual desktop.
  - During implementation of the border protection equipment it became clear that we had to make changes to our network topology. Those changes are currently underway and will add approximately 6 months to our timeframe.
  - Implemented the intelligent log management system; will really see the benefits of this system when the border protection implementation is completed.
  - Have begun rolling out secure wireless and have approximately 5,000 people currently using the secure wireless network. Have uncovered a problem during implementation that affects folks who have not changed their password since June 2010. In order to log into the secure wireless network, they must change their password. This reinforces the need for people to change their password; communication and outreach to the community are required.
    - “How are we addressing the issue of devices that cannot connect via secure wireless?” We pushed out the date of the flash cut to give us extra time to communicate to the institute. When we do the cutover, logging into the secure wireless network will become the default selection. People will still have the option to connect to the MIT guest network if they have a personal device that cannot handle secure wireless.
    - Members of the Governance committee indicated that if assistance was needed in establishing a policy regarding legacy equipment that the team should come back to the IT Governance committee for support.
  - Received approval for $450K temporary GIB budget to hire 2 2-year temporary positions and purchase some additional tools. We have had challenges getting additional resources and are starting to explore 3rd party collaboration for forensics referrals and risk management assessment.
  - The Governance committee would like an update on our learnings after the border protection and secure wireless implementations are completed.
- Update on the Committee to Develop a Vision for MIT 2030 for Teaching and Learning Spaces & Athena Clusters
  - The committee meets every Monday. A number of individuals and groups have come before the committee to share ideas and learnings, including: Learning spaces planners, architects, faculty, students and other universities.
• Stanford is doing a lot of exploration in teaching and learning spaces and they came to MIT to share information about their activities.
• The committee is looking at our existing classrooms and classroom locations. Currently we have classrooms spread out across the institute. The committee is exploring the use of Learning Clusters (co-located groups of classrooms) and experimental Flexible Spaces.
• There has been discussion about putting learning spaces into living areas, but the students do not seem too keen on this idea.
• There is a need to create flexible spaces that are able to adapt as technology changes.
• It was noted that research and educational spaces couldn't be mixed.
• One concept is to create “villages”. These areas combine learning spaces, faculty offices and student spaces. Duke has done this in some of their libraries.
• The hope is that the committee will provide a broader view about common areas and alternate uses for some Athena clusters.
• The intent is that the committee will develop a vision for teaching and learning spaces and will make recommendations to the community.

• Administrative Systems update
  • Gerry, Wayne and Bart gave an update to the IT Governance committee on May 11, 2011.
  • Since then they have made progress and have developed a list of requested projects for prioritization over the next several years.
  • They still need to fill in the business visions, refine priorities, build capacity and work with customers, stakeholders, ASPCC and EVP Groups to ensure they are supporting the needs of the community.
  • They've identified 35 projects: 6 are currently underway, 19 others are deemed important by stakeholders and are proposed to start in the next 12 months and 10 more are potential future projects.
  • The recommendation is to finish the projects currently underway through 2012 and to do 1 new project, the New Hire Pension Project, which would be funded from the Employee Benefit pool.
  • They need to finish the support and enhancements backlog in order to free up resources for other projects
  • Reminded the Governance committee that there are 3 initiatives:
    ▪ Support & Enhancements
    ▪ Day to Day Operations
    ▪ Projects
  • Support and Enhancements
    ▪ These are items that resulted from major projects and include bug fixes, improvements and in some cases new requirements/requests.
    ▪ To prevent this type of backlog from continuing to happen, we need to work better with the community during project requirements and definition phases.
The group has been scrutinizing the backlog list. They have cleaned up items that were on the list and are no longer needed, are not a priority, or were already completed.

There are about 20 people working on the this initiative currently and they need to determine what the resource levels need to be once they reach steady state.

The team is striving to make decisions quicker and remove barriers to getting things done. They have hired a consulting group to help fix broken processes that are in place today, to streamline and make them less laborious and to identify how we should manage the queues and tickets.

Day to day operations
- Problems to solve include:
  - Deferred maintenance
  - Out of date documentation
  - The need for more automation
  - Unclear roles and responsibilities
- Working on cleaning up documentation and completing a solution landscape, including the identification of interfaces, batch jobs and responsibilities.
- Purchased a batch scheduling system to automate running the batch jobs. Implementation of the new system is in process. In addition, other areas/systems, such as MITSIS and the Data Warehouse will use the batch scheduling system too.
- Extended monitoring – what is and isn’t monitored, who gets notified, what is done when something happens. Scope and plan for ongoing monitoring to be completed January 2012.

Projects
- The Administrative Systems group is changing the way they do their project work and they are using the Hourly Student Appointments Project to pilot the new process.
- The team is using prototyping to refine requirements and to show customers and stakeholders what the proposed system will look like and how it will operate. This results in clear deliverables and scope that everyone can agree to.

Last year the Administrative Systems Software development budget was $2M. We requested additional funds, raising the budget to $3.5M. However, we only used $2.3M due to resource constraints.

To complete the projects currently on the list we are requesting approval for $1.6M in additional funding for 2012 for Administrative Systems. We are currently on track to spend $3.5M. We propose taking $500K from holdback and $1.1M from carry-forward funding.
- The request for the additional $1.6M in funding as described was approved.
• Marilyn reported to the committee that she spoke with her Ivy Plus group to find out what other universities were doing about high-level domain naming. None of the other universities from the Ivy Plus group were looking to purchase high level domain names, but they could understand why MIT would want to protect the MIT brand.