IT Governance Committee Meeting minutes  
October 31, 2012, 3:00 pm – 4:30 pm  
4-202

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

Guests:  
Debby Fisher, Institute Auditor, Audit Division

AGENDA

1. Approve September 26th Meeting Minutes – [Marilyn]  
2. CASP/Administrative Systems update [Mike and Marilyn]  
3. Software Development Budget/Digital MIT Funding - Request for additional funding for  
   Administrative Systems [Marilyn, Mike, and Debby Fisher]  
4. MITCET update [Dan]  
5. Discuss meeting with Provost and EVPT [Marilyn]  
6. Next Meetings:  
   a. (Special Mtg.) Monday November 26, 2012 2:00–3:00pm in 4-202  
      Committee on Research Computing update  
   b. Friday November 30, 2012 2:00-3:30pm in 4-202

Decisions:  
• Minutes of September 26th meeting approved.  
• The IT Governance Committee approved IS&T’s request for $3.8M in additional funding  
  comprised of $2.5M in Software Development Funding (SWD) and $1.3M in Digital MIT.

Next Steps/Action Items:  
• Marilyn to set up a meeting with the IT Governance Committee and the EVPT and Provost for  
  sometime in January or February.  
• Marilyn to brief Mike Howard on the November 26th IT Governance Committee discussion  
  with the Committee on Research Computing.  

Discussion:  
• Minutes of September 26th meeting approved.
• MGHPC C Certificate of Occupancy was issued.

• CASP/Administrative Systems update
  o Approximately 40 projects are currently in the pipeline.
  o We are going to use some of the processes from the accelerated capital approval model to aid in the prioritization of the work.
  o Bart Dahlstrom and Robin Elices are working on a strawman roadmap.

• Software Development Budget/Digital MIT Funding - Request for additional funding for Administrative Systems.
  o Marilyn discussed IS&T's request for $3.8M in additional funding: $2.5M in Software Development Funding (SWD) and $1.3M in Digital MIT funding.
  o The $1.3M in Digital MIT funding is for the Appointment Process Redesign 3.0 project, which was previously approved as a software development project.
  o Education systems will be requesting additional funding at a future meeting when they have finished defining requirements.
  o Mike Howard and Debby Fisher reviewed the Segregation of Duties (SOD) project.
    ▪ The SOD project is an SAP project intended to address needed improvements that have been highlighted in annual audits by PwC regarding access to SAP and authorizations for SAP transactions.
    ▪ When SAP was implemented in the 1990’s, a roles-based authorization capability did not exist. Authorization was implemented on a user-specific basis. When individuals moved to different positions or accepted additional responsibilities they retained authorizations related to past jobs, unless manually removed.
    ▪ Part of this project includes the purchase of and implementation of a sustainable automated tool to manage ongoing access and controls. This will be accomplished with the implementation of the SAP Governance, Risk, and Compliance (GRC) Module.
    ▪ An important part of the GRC toolkit is the ability to create a firefighter role that temporarily grants access to IS&T staff to address critical production system problems, and provides appropriate monitoring and reporting of those activities.
    ▪ Since roles-based security and the SAP GRC module are new to IS&T, most of the resources and costs for the project are consultants. Other cost factors include the purchase of the GRC module and internal resource costs.
    ▪ The estimated cost for the project is $2.4M to 2.6M.
    ▪ The project team reviewed the approach with Rob Ramrath, CIO of Bose Corporation and a member of the IS&T Advisory Council, and members of his SAP basis team. They concurred with the overall approach and provided valuable feedback that has been incorporated into the project plan.
    ▪ Dan thought the need was clear, but was surprised at the cost. Mike explained that SAP consultants are relatively expensive because their expertise is in high demand. Additionally, our SAP implementation is heavily customized, so development work is relatively complex. The plan is to complete the project by the end of the current fiscal year.
When the project is completed, all roles and related processes will be fully documented and the new process will be in place. External consultants will no longer be needed. For ongoing support, IS&T plans to hire one resource to maintain the system and VPF will hire an information security resource to manage this process.

- The project sponsors will report back to the Governance Committee on the project’s progress on a regular basis.
- Frans commented that this was an expensive project, but a reasonable case was made for it and it is clear that we need to do it.
  - The IT Governance Committee approved IS&T’s request for $3.8M in additional funding comprised of $2.5M in Software Development Funding (SWD) and $1.3M in Digital MIT.

**MITCET update**

- Dan explained that last year the MIT Council on Educational Technology (MITCET) was in the 2nd year of a 2 year plan to investigate online tools and experiment with online learning. Thus far they have spent $400,000 on tools and experimentation including:
  - Mechanical Engineering experiment – modularization of 2.002.
  - Aero/Astro - flipped classrooms, online.
  - Chemistry – Amazon like approach to learning chemistry.
  - Anthropology online teaching.
- Aero/Astro and Mechanical Engineering experiments have been completed.
- Prior to becoming President, Rafael moved MITCET (and also MITx) to report to the Chancellor instead of the Provost (the committee’s also part of our IT Governance structure).
- The charter is being rewritten. It will be focused on bringing the learning from MITx back to MIT faculty.
- MITCET will vet proposals to support MITx courses on behalf of the Chancellor.
- MITCET is also hearing the assessments of the experiments with online education.

**Discuss meeting with Provost and EVPT**

- Marilyn met with Chris Kaiser to brief him on IT Governance committee activities.
- Israel suggested the IT Governance committee meet with the EVPT and Provost to discuss accomplishments and future plans.
- We will set up this meeting for January or February.

**Next Meeting**

a. (Special Mtg) Monday November 26, 2012 2:00–3:00pm in 4-202
   Committee on Research Computing update.

b. Friday November 30, 2012 2:00-3:30pm in 4-202
   i. Present the Network deferred maintenance plan and review discussion at 11/20 R-CRSP meeting.