IT Governance Committee Meeting
January 23, 2013, 3:00 pm – 4:30 pm
4-202

Attendees:
Marilyn Smith
M. Frans Kaashoek
Armand Doucette
Dan Hastings
Mike Howard

Guests:
Bart Dahlstrom, Associate Director, Administrative Systems, IS&T
John DiFava, Director, Facilities Operations and Security
Marty Dugal, Assistant Director, Facilities Operations
Robin Elices, Director of Communications, Office of the Executive Vice President & Treasurer

AGENDA

1. Approval of the minutes from the 11/26 and 11/30 IT Governance Meetings
2. Administrative Systems Roadmap [Robin Elices and Bart Dahlstrom]
3. Proposal for Facilities Modernization Project [Marty Dugal and John DiFava]
4. Software Development and Digital MIT Budget Review
5. Next Meeting:
   Wednesday February 27, 2013 3:00-4:30pm in 4-202

Decisions:
• Approved minutes for 11/26 and 11/30 meetings
• Approved the Administrative Roadmap
• Approved the Facilities Modernization Project

Next Steps/Action Items:
• We need to brief Maria Zuber on the meeting discussion and decisions of the IT Governance committee.
• Develop and send to the IT Governance Committee, key metrics for the facilities modernization project that would show a baseline (today) and a measurement of success as the system is implemented.
• Send the Project, Implementation and Rollout plans for the facilities modernization project to the IT Governance Committee.

Discussion:
• Marilyn informed the committee that she had reviewed the meeting materials with Marty and he will support the Administrative System’s roadmap and the Facilities Modernization project.
• Reviewed and Approved the minutes from 11/26 and 11/30 meetings.
• Administrative Systems Roadmap – [Robin Elices & Bart Dahlstrom]
  o Robin Elices and Bart Dahlstrom developed the roadmap using principles and criteria developed by CASP.
  o The roadmap has been reviewed and approved by the EVPT, CASP and ASPCC.
  o The roadmap is a framework that will guide decision-making about critical systems development to support the wide range of administrative processes for the MIT community.
  o The framework provides criteria for evaluating and prioritizing the 75+ currently known projects and judging for the value of future work as yet unknown.
  o Projects will be evaluated based on 5 guiding principles in addition to evaluating readiness (timing) and effort (resources):
    ▪ Transforming community experiences
    ▪ Supporting Institute initiatives
    ▪ Cross-function and holistic approaches
    ▪ Laying the foundation for the future
    ▪ Stewarding Institute resources
  o The 75+ projects have been grouped into 11 broader programs:
    ▪ Application Infrastructure
    ▪ Appointments
    ▪ Buy to pay
    ▪ COEUS
    ▪ Effort tracking and management
    ▪ Employee experience
    ▪ Campus stewardship
    ▪ Financial management & control
    ▪ International
    ▪ Reporting
    ▪ User Experience
  o IS&T has been using rapid prototyping as an interactive way to expedite requirements gathering and project scoping. It has been a powerful tool in enabling discussion with end users and examining alternatives for systems development. There is renewed focus on the user experience and gathering relevant input early on in the development process. The IS&T Advisory Council report describes the lack of integrated systems, the difficulty administrators encounter in completing daily work, and the array of user interfaces, each with a different look and feel.
  o The roadmap presents two target visions, one for the end of FY2014 and one for the end of FY2016.
  o The Committee for Administrative Systems Planning (CASP) will continue to oversee and update the Administrative Systems Roadmap. CASP recommendations will be approved by ASPCC; the IT Governance Committee will approve funding. CASP and ASPCC will monitor progress against the roadmap on a quarterly basis.
  o Mike commented on the ramp-up of spending and development in administrative systems the past 2 years and asked if there was any opportunity to obtain results
more quickly. Bart answered that this was a 3 year program to get administrative systems where it needs to be and the entire program is already quite aggressive.

- Dan asked if the projects within the 11 programs were connected to each other not overlapping in other programs. Bart said that there might be relationships and interdependencies across programs; however, most would be within a program. Projects within a program would require the same key people.
- Armand asked if there was capacity left in the system to take on other projects and was told that in order for Administrative units and IS&T to take on other work, existing work would have to be put on hold.
- Armand asked if decisions to hire consultants and/or the use of purchased system would speed up the work. Bart explained that solutions include a number of purchased packages, software as a service, and staffing a lot of the work with consultants, especially the one-time work.
- IS&T staff will work with the consultants to ensure a transfer of knowledge to enable ongoing support after the development is done. Education Systems is using the same strategy and it is working very well.
- Marilyn will discuss with Marty and Frans, the need to brief Maria Zuber on the meeting discussion and decisions of the IT Governance committee.
- The IT Governance approved the Administrative Systems Roadmap.

- Facilities Modernization Project [Marty Dugal and John DiFava]
  - The Facilities Modernization Project is part of the Campus Stewardship program within the Administrative Systems Roadmap. It is a multi-phase project and will replace the existing SAP Plant Maintenance Module.
  - The existing system is inadequate:
    - Can’t track effort in a way that aligns with how facilities personnel conduct their work.
    - Communication with customers is problematic.
    - Reporting is difficult and is not flexible.
    - Facilities personnel cannot look at history to determine trends.
    - Housing and facilities work is not integrated.
  - Project goals include: increase productivity and enable staff to work more efficiently; enable improved communication with the MIT community; simplify and improve the customer interface; position facilities to better support the capital renewal program and Comprehensive Stewardship Group buildings maintenance program.
  - Phase 1: Master Data cleanup and Process Mapping was completed in September 2012. The Prototype and Community Outreach portion of Phase 2 was completed in December 2012.
  - Phase 2 implementation will include: development and implementation of a new front end web interface; new backend business process and systems changes; Comprehensive Stewardship Group proactive maintenance program; testing, documentation and training.
  - Phase 3 is the development and implementation of mobile capabilities for facilities personnel.
  - Project costs are expected to be $2.2 to $2.8m for Phase 2 and an additional $200k to $1.6m for Phase 3, depending on the requirements. Phase 3 requirements will be developed upon completion of Phase 2.
- Mike would like the project team to develop and send to the IT Governance Committee, key metrics for the facilities modernization project that would show a baseline (today) and a measurement of success as the system is implemented.
- Frans asked what the size of the implementation team was and when the 1st deliverable was expected. There are 10 to 12 people on the implementation team and Phase 2 will be completed before the end of September 2013.
- The Facilities Modernization Project was approved on the condition that Metrics are developed and sent to the IT Governance Committee along with the Project, Implementation and Rollout plans.

  - Software Development and Digital MIT Budget Review [Marilyn]
    - IS&T is asking for $1.4m in Digital MIT funding for Administrative Systems for FY2013 only and is expecting a total Software development spend of $17.4m for FY2013.
    - Marilyn handed out Software Development and Digital MIT Budget documents and told the committee that she would send an email summarizing the funding being requested, as we had already run over the allotted meeting time.

  - Marilyn thanked everyone and wished them the best of luck going forward.

- Next Meeting
  - Wednesday February 27, 2013 3:00-4:30pm in 4-202