IT Governance Committee
Meeting Minutes
3.10.14

Members In attendance:
John Charles, VP IS&T
Armand Doucette, Executive Director, Sloan, IT
Professor Denny Freeman, Dean DUE
Mike Howard, VP Finance
Professor Frans Kaashoek, EECS
Tony Sharon, Deputy EVP
Professor Maria Zuber, VP Research

Guests: Don Behmer (VPF); Mary Callahan (Registrar); Eamon Kearns (IS&T); Tricia Sullivan-Mullen (VPF)

Discussion Topics & Decisions

I. Student Services Steering Committee (SSSC) – Eamon Kearns and Mary Callahan presented the decision-making model used for SSSC projects.
  • Sponsors are aligned with the approach (incremental improvements) and vision (how will this help the students and faculty, best practices recommendations) and sort through priorities together.
  • Quarterly meetings are held and small adjustments are made if needed and if a faculty mandate arises then this takes precedence. Roadmap is used as a management tool, reviewed annually and make changes if necessary. Learn new things as you work on projects.
  • Project planning and resource allocation for the IS&T department and the business units are taken into account.
  • The community is part of the process through communication, e.g. Tech Articles, News Office, etc. The DLC voices are represented through the individual offices for DUE.
  • Key to success is trust and emphasizing quality – transforming work processes. Make sure members are present for important decisions.
  • Keep project team together after go-live for six months in case there are support and enhancements needed.
  • At times, they have had to pause to do a policy examination and consider impact on other policies.

There was agreement to continue the discussion of how to apply the Student Systems Steering Committee (SSSC) success to Administrative Systems at the May ITGC meeting.

II. Faculty Effort Reporting (summer spreadsheet) project – Executive Sponsors Mike Howard & Maria Zuber, Donna Behmer presented.
  • Compliance issues identified 2009 – 100% effort may not be charged to sponsored awards and any transfers of time to sponsored grants must be accompanied by documentation and justification.
• Letter to the Risk and Audit Committee discussed June 2013 – goal to improve compliance by summer 2014.
• Being out of compliance may result in a settlement.
• Potential impact is 30% of faculty (300) need to be examined for % effort, time, and cost objects.
• A tool has been identified that has built in intelligence to identify problems and is similar to the current reporting so that training will be minimal.

There was consensus agreement to proceed with the next step recommendations, i.e., to proceed with final review by Offices of the EVPT, Provost, & VPR; proceed with communications for Deans, Department heads, Faculty, Administrators; and to proceed with building and launching the summer session “app”.

III. Update from John Charles – Interactions to date, and draft of vision, goals and guiding principles

Significant system & service accomplishments since last ITGC meeting:
  • Successful implementation of Online Add/Drop
  • Successful Atlas-enabled retirement of SAPweb and SAPweb Self-Service

Interactions with the MIT Community:

Faculty, & Researchers:
  • Ike Chuang (Professor, EECS) – Listening Tour; Pilot MITx within MIT’s Private Cloud; MGHPCC Visit; Guiding Principles
  • Hal Abelson (Professor, EECS) – Listening Tour; Guiding Principles
  • Frans Kaashoek (Professor, EECS) – Listening Tour; Guiding Principles
  • George Westerman (Professor, Sloan) – Listening Tour; Creating & Communicating Value
  • Tonio Buonassisi (Assoc Professor, ME) – RAFT; Research data
  • Undergraduate Officers Meeting – Listening Tour
  • Chris Hill (Research Scientist) – Listening Tour; CRC; MGHPCC
  • Michail Bletsas (Research Scientist) – Listening Tour; Guiding Principles

Academic Administrators:
  • Marty Schmidt (Provost) – Listening Tour
  • Cindy Barnhart (Chancellor) – Websites for students & alums
  • Ian Waitz (Dean, School of Engineering) – Listening Tour
  • Deborah Fitzgerald (Dean, School of Humanities, Arts & Social Sciences) – Listening Tour
  • Michael Sipser (Interim Dean, School of Science) – Listening Tour
  • Vijay Kumar (Director, OEIT) – Listening Tour

Central Administrators & Staff:
  • Tony Sharon (Deputy EVPT) – Listening Tour; Transition of IS&T leadership functions; Budget planning; Governance & advisory committee interactions; Guiding Principles
  • Debby Fisher (Risk Officer) – Listening Tour; Risk Council functions
  • Mike Howard (VPF) – Listening Tour; Problem response playbook; Faculty effort reporting
  • Jim Morgan (Major Agreements) – Listening Tour; MGHPCC; Cyber insurance
• Dick Amster (Facilities Planning) – Listening Tour; Deferred maintenance
• John DiFava (Facilities & Security) – Network security
• Bill VanSchalkwyk (EHS) – Listening Tour
• Mary Rowe & Toni Robinson (Ombuds Office) – Introduction

DLC’s & Affiliates:
• Charles Maxson (CIO, Lincoln Lab) – Listening Tour
• Jesse Souweine (AD, Sloan) & Armand Doucette (IT, Sloan) – Listening Tour; Connectivity to EE20; Unified communications; Authentication services
• Michelle Christy (Director, OSP) – Listening Tour; Faculty effort reporting
• Steve Gass (MIT Libraries) – Listening Tour
• Judy Cole (CEO, Alumni Association) – Listening Tour; Websites for alumni
• Roger Roach (IT, Whitehead) – Listening Tour
• John Goodhue (Exec Dir, MGHPC) – Program Management

Draft Guiding Principles v2
• Input from IS&T Associate Directors and managers, members of the IS&T search committee and IT Leaders.
• Goals and Priorities aligned with Advisory Council recommendations; also reflected in threads throughout the 2011 and 2009 assessments.
• Guiding Principles create the framework for translating the Vision into an actionable IT Strategy for the Institute
• Need to avoid the impression that work is shifting to the Community, making it clear that it provides an opportunity for larger DLCs and capable members of the community to leverage API’s and platforms that enable innovation, and to rapidly design (customize) applications without “gaiting factors” – while also enabling IS&T to provide more responsive project support for the smaller DLCs and central units.
• IT Leaders do not speak as one voice – therefore may need to meet with members individually.

Draft Vision Statement
• We plan to add specific examples of what the Vision would mean for Students, Faculty, Researchers, Staff, DLCs and central units.
• The Vision needs to be tested and applied to projects (validating that members of the Institute have the desire and right skills to make this work)

There was consensus agreement about the need to ensure that faculty are appropriately engaged in the development of the technology strategy, and that the ITGC needs to get this in front of the right people to help IS&T succeed.

IV. Progress towards Advisory Council recommendations

• Reduce or eliminate fees and chargebacks

MGHPCC – The $250K budget will remain central until a steady state is reached, targeted for FY16/FY17. The recurring budget will be allocated to the departments who have associated costs; IS&T, DoF and VPR. Until the steady state is reached, one-time (non-recurring) funds will be allocated at year end to cover associated costs.
Bates – Once the FY15 budgets have been submitted and approved by the Executive Committee in May, a GIB allocation of $140K will replace the revenue.

• Retain and Attract top talent:

  All existing FTE slots are now fully funded

Future Topics

- Review of updated Roadmaps  May
- Guiding Principles for IT@MIT  May
- FY15-17 IT Strategic Planning  May
- Review of committee structures  May
- Assessment Report (IS&T)  September
- Roadmap for IS&T transformations  September
- FY15-17 IT Strategic Plan  September