IT Governance Committee
Meeting Minutes
10.21.15

Members in Attendance:
John Charles, Vice President for Information Systems and Technology
Professor Denny Freeman, Dean for Undergraduate Education
Professor Karen Gleason, Associate Provost (Co-Chair)
Professor Frans Kaashoek, Electrical Engineering and Computer Science
Anthony P. Sharon, Deputy Executive Vice President (Co-Chair)
Glen Shor, Vice President for Finance

Guests:
Chris Hill, Principal Research Scientist, Department of Earth, Atmospheric and Planetary Sciences
Professor Robert Redwine, Director of Bates Linear Accelerator
Mark Silis, Associate Vice President for Information Systems and Technology
Doug Walsh, Project Manager, Information Systems and Technology

I. Meeting minutes approved (Approval Item)

II. Two-Factor Authentication Rollout (Update)
- IS&T has adopted Duo two-factor authentication (2FA) to raise the bar for network security. Passwords alone are no longer sufficient. This Software as a Service leverages mobile devices and is cloud-based.
- The initial rollout focused on staff, including postdoctoral students, and affiliates. Students will be phased in later, along with the Virtual Private Network (VPN).
- Current adoption percentages are near 75% on the staff side, with faculty leading the way in the adoption curve.
- IS&T has used a rolling enablement of the Duo requirement – 200 people a day, which has been manageable for the Service Desk in terms of providing support.
- IS&T is continuing to reach out to affiliates and expects full enrollment by the end of December.
- At this time, there are less than 200 faculty remaining to sign up. IS&T will support faculty through in-person, direct outreach.
- The rollout to students will include the entire student population. Some students have already signed up, through back-to-school activities in the Infinite Corridor.
- The target date for students is Summer 2016, since summer is the optimal time to minimize disruption of academic pursuits.
- IS&T plans to ask student leadership groups to help with outreach and will explore past practices to raise awareness. Dean Freeman offered to leverage student events for communications (e.g., UA group).

III. Research Computing Project, Status and Future (Discussion Item)
- Chris Hill and Prof. Redwine shared that activities over the past 18 months have been positive and there is enthusiasm for a commitment to do more in this space.
There is a potential FY17-FY22 overall budget in the range of ~$1m/year for personnel (staff and contract) and ~$1m/year in computing capabilities (software, hardware, physical and virtual). This would enable a compelling portfolio of baseline research computing services.

This investment is still smaller than at any peer institution (Harvard is on the high end; MIT is at the low end).

The 1000+ computers at MGHPC and Bates represent a benefit to the administration in terms of energy use, carbon impact, and infrastructure pressure on campus. Prof. Gleason suggested that it would be beneficial to have this information better publicized.

Most of the energy for off-campus computing comes from non-fossil fuel sources, providing a good environmental narrative.

People are looking for in-place resources that they can attach to rather than building from the ground up. This project already has baseline user support.

Tony Sharon suggested that a subset of this information might be useful in recruiting faculty, and Prof. Gleason suggested that the MIT News Office might be interested in a 3Q article.

Prof. Gleason suggested that a potential good direction would be to translate energy savings into a dollar amount and look at where we are today versus where we are going, in terms of sustainability and growth. This information could be shared with several groups, possibly leading to increased commitment, an endowment, and a branded project.

Prof. Kashaoka reiterated that the world is moving to the cloud and MIT should be cautious about putting energy into our own software. Prof. Redwine stated that MIT will always offer a hybrid solution.

Tony Sharon thanked Prof. Redwine and Chris Hill for the good work and progress.

**IV. IT Policy Committee Status Report (Update)**

Prof. Redwine shared an update on the IT Policy Committee (ITPC) committee that has been operating a little less than a year at this point.

Over the summer, the ITPC reviewed the work of the Committee on Student Information Policy, a group that stopped meeting in 2014. The ITPC was joined by students representing the Undergraduate Association and the Graduate Student Council.

The ITPC has provided recommendations to the Chancellor, which she has accepted. Some will require a vote of the faculty.

Issues identified by several groups, including the Office of the General Counsel (OGC):

- MIT has a more protective directory policy than its peers. The recommendation from the ITPC and students is to continue this policy, even though FERPA allows universities to provide more.
- Date of Birth data will be provided only to those who have a legitimate need (law enforcement).

The ITPC recommends continuing a more protective policy concerning the release of information to parents, to ease student interaction with parents.

The Office of General Council (OGC) feels strongly that education records are defined rather broadly. This definition needs updating, since it keeps getting expanded.

The ITPC recommends that the Libraries continue a more protective policy concerning library circulation records and other records that identify the intellectual pursuits of a student.

The ITPC recommends that MIT continue its somewhat less protective policy of allowing student work to be made public, as long as the students, including graduate students, are given notice and the opportunity to opt out of including their work in a public disclosure. This policy also applies to work from classes that interact with people outside of MIT.
- The ITPC delivered its recommendations to the Chancellor and she is working with Mary Callahan, the Registrar, to prepare changes and then see what needs to be voted on by faculty. Some areas to address include:
  - Guidance and policy development on Institute data stored on personal computers.
  - The correct number of days to keep video records.

V. Transformation (Update)
- John Charles provided an update on the IS&T and IT@MIT transformation. The transformation has been driven largely by an external advisory committee report that identified six pain points:
  1. Unmet project demand and lack of roadmap for administrative systems.
  2. Lack of integrated systems and user experiences.
  3. Lack of integration framework for data access and sharing.
  4. Uneven desktop and local IT support across campus.
  5. Limited IS&T capacity for non-KTLO (keeping-the-lights-on) activities.
  6. Lack of alignment between IS&T business models and MIT community needs.
- IS&T set out an agenda that involved deep transformations of people, process, and infrastructure – not a simple re-organization.
- IS&T just wrapped up Milestone 1: Upskilling, retooling and restructuring.
- The transformation of infrastructure has been focused on shifting to cloud architectures and increasing the capacity for projects which is being facilitated by the creation and adoption of APIs. The capacity for projects increased from approximately 30% in FY14 to nearly 35% in FY15.
- The transformation of processes has been focused on development methodology, portfolio mix, and project velocity. IS&T is moving away from waterfall methodologies which involve a long time building requirements, to more agile-oriented methodologies. IS&T has expanded its portfolio mix. What little capacity IS&T had for projects was being consumed by large administration projects; the department has worked with AACII and identified some DLC projects that are currently in play (e.g., eSANDI, Web Grad Aid). IS&T plans to collaborate with DLCs to develop a DLC projects roadmap.
- The transformation of people has been focused on upskilling, retaining, and creating a more flexible staffing model.
- At about this time next year, IS&T expects to complete Milestone #2 (platforms and connectors in place). IS&T is also working on some Milestone 3 objectives (data access services scaled to DLCs).
- By the end of FY17, IS&T expects to have completed most of the heavy lifting associated with Milestones 1, 2, & 3. Executive sponsors for Milestone 4 (core business systems modernization) are Glen Shor (VP for Finance) and Lorraine Goffe-Rush (VP for Human Resources).

V. Portfolio and Project Management (Demo)
- Doug Walsh provided a demo of the new Portfolio Management tool.
- When the transformation was initially launched, IS&T had difficulty getting its arms around all of its projects and overall portfolio – the Excel spreadsheet tool being used at that time had grown to 44 columns with 10 tabs – and had become completely ineffective.
- To address this issue, IS&T developed a modern dashboard-based portfolio management tool.
- Upon completion of the portfolio tool demo, Prof. Gleason suggested that the Space Management System would benefit from a tool like this.