IST Information Services and Technology

FY11 Q4 Project Reviews
April 27ᵗʰ and 28ᵗʰ, 2011
W92-106 Back Bay A&B

Project Review Goals
- To provide senior leadership an overview of IS&T's portfolio of work
- To provide status updates on individual projects with a focus on issues and risks
- To promote an environment of collaboration and transparency within IS&T

Projects Being Reviewed
Candidates for review were discussed by senior staff and prioritized. In general, the projects being reviewed meet one or more of the following criteria:
- Documented in the IS&T FY11 Operational Plan
- Increase in scope
- Increase in budget
- Increase in time line
- High visibility/high impact
- New work

The Project Review Team
IS&T extended senior staff will be present at the reviews.

Project managers are encouraged to bring managers, team members and project supporters for their individual presentations. FBCs will also attend for the project presentations in their respective areas.

Project Review Process
Project Managers will have 15 minutes to present their project to the Project Review Team
The discussion should include:
- A brief overview of the project's description
- Key milestones and dates
- Risks and issues that will impact the project's success, and
- Status of how the project is progressing in terms of project scope, project timeline and budget

To support the discussion, all projects will have an updated project snapshot from Daptiv. In addition, all software development funded projects are included in the attached financial summary, which contains the budget, actuals and forecast for all software development funded projects. GIB funded projects did not require financials.

The Project Review Sessions
The project reviews will be conducted during 2 1/2-day sessions in W92-106 Back Bay A&B. All participants are asked to refrain from using electronic devices during the reviews unless absolutely necessary.

The proposed schedule is a follows:

Information Services and Technology

Wednesday April 27, 2011 W92-106 Back Bay A&B			
Lunch	**All**	**12:00**	**20 minutes**
Welcome	Marilyn Smith and Pat Sheppard	12:20	10 minutes
Q3 Project Review Action Item Updates	Pat Sheppard	12:30	15 minutes
AS: Global Template Proof of Concept	Siobhan Cunningham	12:45	15 minutes
AS: Request For Payment 1.1	Robert Casey	1:00	15 minutes
AS: Enterprise Learning Phase II Implementation	Quintin Smith	1:15	15 minutes
Break	**All**	**1:30**	**15 minutes**
AS: Hourly Student Appointment Automation Project -Discovery	Karon McCollin	1:45	15 minutes
AS: Appointment Process Redesign 2.0	Shridhar Kulkarni	2:00	15 minutes
CS: Concurrent Licensing with Keyserver Phase II	Jonathan Hunt	2:15	15 minutes
DM: Reporting & Forecasting Tool (Raft) - Phase II	Amon Horne	2:30	15 minutes
Break	**All**	**2:45**	**15 minutes**
ES: Online Registration - Pilot Release	Lakshmi Thanga-Raja	3:00	15 minutes
ES: Electronic Transcript Implementation	Madge Lewis	3:15	15 minutes
ES: Scheduling Analysis	Lori Singer	3:30	15 minutes
ES: Digitizing Forms and Petitions Assessment	Zahida Taher/Lori Singer	3:45	15 minutes
Wrap Up	Marilyn Smith and Pat Sheppard	4:00	15 minutes

Thursday April 28, 2011 W92-106 Back Bay A&B			
Lunch	**All**	**12:00**	**20 minutes**
Welcome	Marilyn Smith and Pat Sheppard	12:20	10 minutes
AS: Pension Admin Change	Frank Quern	12:30	15 minutes
OI: Virtual Desktop	Garry Zacheiss	12:45	15 minutes
OI: Server Virtualization Projects (DW, MITSIS…)	Garry Zacheiss	1:00	15 minutes
OI: Remedy Change Management PoC	Garry Zacheiss	1:15	15 minutes
Break	**All**	**1:30**	**15 minutes**
OI: Critical Network Security Controls	Paul Acosta and Tim McGovern	1:45	15 minutes
OI: Ubiquitous Indoor Coverage of Mobile/Cellular Services	Taeminn Song	2:00	15 minutes
OI: Identity Lifecycle Management Discovery	Taeminn Song	2:15	15 minutes
OI: Unity Transition	Dennis Baron	2:30	15 minutes
Break	**All**	**2:45**	**15 minutes**
SE: IS&T Website Redesign and Service Catalog	Rich Murphy	3:00	15 minutes
SE: Mobile Interfaces to Stellar	Justin Anderson	3:15	15 minutes
SE: DAPER Systems Integration	Jeff Reed/ Myra Hope Eskridge	3:30	15 minutes
Wrap Up	Marilyn Smith and Pat Sheppard	3:45	15 minutes

Project Review Follow Up

Minutes from the project reviews will be documented and communicated out. The minutes will include accomplishments, themes and action items. Project managers are responsible for action items generated at the reviews, with status reports half way through the following quarter. Any status updates will be reviewed at the beginning of the next quarterly reviews.

IS&T FY11 Q3 Project Review Action Item Updates

Below are the updates thus far on the Q3 Project review action items.   A brief summary will be given at the beginning of the Q4 Project Reviews for those projects that are not being reviewed.

- CS: Public Printing Environment – need financial analysis (ROI): in process
- CS: Public Student Kiosks – need assessment of cost and savings: need update
- CS: Structured Escalations Pilot – reflect this work in the CS road map: in process
- CS: Structured Escalations Pilot – add customer resolution outcomes (metrics): outcomes will focus on positive changes resulting from new process, or lack of, for groups receiving escalated issues, and by HD staff. To illustrate the outcomes the project will capture an effective before and after story in each topic area where new process steps are implemented. This can be more powerful, and in many ways more accurate, than metrics alone in the form of numerical stats.
- ES: Stellar NG Setup – send out detailed list of participants and courses to both senior staff and Hal Abelson: completed
- ES: Stellar NG Setup – need detailed schedule for pilot (360 reviews, focus groups, milestones and decision points): in process
- ES: Stellar NG Setup – need to capture feedback from pilot participants (in Blackboard): in process, (a) in-stream feedback collection, which is taking place during the course of the evaluation, and (b) post-semester feedback collection, scheduled at the end of the pilot
- DM: DW Reporting Tool Selection Project – need to plan and communicate phased roll out once PoC is complete: in process
- DM: RAFT Phase II – PI requirements for Phase III need to be integrated into Administrative Systems Roadmap: completed. Project being reviewed again in Q4
- AS: Pension Admin Change – reconciliation needs to added to the scope and requirements (bring Audit in to assist with this): the audit department has been engaged and will be reviewing audit and reconciliation plans for the new vendor process. Project being reviewed again in Q4
- AS: RFP 1.1 – review business models with DM team: need update - project being reviewed again in Q4
- AS: APR 2.0 – need requirements for document management and security (partner with DM and OI): completed. Project being reviewed again in Q4
    - Held conference call with Open Text (vendor for Ixos, our current document management system for Administrative systems). Participants included people from DM and OIS (Mary Weisse, Scott Thorne, Mark Silis, Garry Z in addition to Bart Dahlstrom and Shridhar Kulkarni). As a follow up to this conversation Shridhar was tasked with scheduling a demo of Open Text product suite for MIT specific scenarios.
    - Experts from Open Text onsite on March 30th and 31st and will attend a total of eight meetings. One with business folks from VPF, one with business folks from HR, and six within IS&T (people from DM, SE, AD, and OIS). Discussion included the current infrastructure, collecting scenarios for the demo, discussing Open Text's product suite for various business and technical needs of MIT. This engagement concluded with a presentation from Open Text on April 12th to business and technical folks. The presentation included analysis of current

infrastructure, roadmap for document management system, demo of Open Text products for the identified MIT specific scenarios.

- AS: APR 2.0 – system needs to be available to other systems such as RAFT (partner with DM): Project being reviewed again in Q4
  - Meetings held on March 30th and 31st discussed specific integration with other systems such as RAFT. The meeting invitation was extended to Amon Horne. He is unable to attend due to his commitments for RAFT. Scott Thorne was also invited. They need to articulate the expectation to the Open Text folks and get some understanding. Mary Weisse was to attend on the 31st that meeting and expected to discuss that with Open text folks.
  - The ultimate goal for the PM of APR 2.0 is to make sure that Open Text product(s) can address not only SAP centric business and technical needs, but also have the ability to integrate with other products/systems such as RAFT, Microsoft Exchange, SharePoint, etc. But the implementation of such product(s) will need to be done based on the identified and prioritized projects for IS&T and these implementations are NOT part of APR 2.0 document management deliverables.
- AS: Enterprise Learning Phase II – review interim reporting solutions with DM team: in process – project being reviewed again in Q4
- ADMIN: Talent Management Plan – need scope and communication plan for workforce assessment and career path program: in process – rewriting objectives and approach for sponsor approval and senior staff update
- ADMIN: IS&T Service Portfolio – send sample portfolio entry to senior staff for review and comment: completed - presented to senior staff April 7th, will present again (all entries at top three levels) June 2nd
- SE: IS&T Website Redesign and Service Catalog – need to send RFP to addition vendors: completed and vendor selected – project being reviewed again Q4
- OI: PGP Desktop Software Roll Out – need to relook at roll out strategy for IS&T, communicate to users and have DITR accelerate adoption (possibly push out through the Win Domain or incorporate in Windows desktop image): DITR PGP and FileVault roll out for IS&T is underway, with 95 systems completed so far and FileVault completed in W91 as of 3/30
- OI: Identity Finder Service Roll Out – need to communicate business requirements to teams such as DITR so there is a better understanding of who and why: DITR roll out of IDF is complete except for 6 users that DITR still persuading to allow to install it (as of 3/30)
- OI: Exchange 2010 Server Upgrade – need to highlight sharepoint features as part of communication plan: in process
  - Phase I:
    - Office Web Apps (word, excel and powerpoint) via any web browser
    - SharePoint Folders – Document sharing
  - Phase II: Future development
    - Working to set achievable goals
    - Contacting various groups VPF, Facilities, DCAD, Sloan to run by advanced feature set; what makes sense such as:
    - Calendar integration
    - Forms
    - List archives

- - Sites: aka Wikis (intranet/extranet)
- OI: Unified Communications Infrastructure – need to develop documentation (user interface and standard commands), support model and communication to users: update will be provided – project being reviewed again Q4

IST
Information Services and Technology

		Timeline Status	Scope Status	Budget Status	Sponsor Status
497 AS: Global Template Proof of Concept	**Initiate** **Last Update** 3/22/11 3:00:13 PM	Current			

Project Information

Project team to stand up a proof of concept template for a scalable, repeatable international or local subsidiary.

Core Team

Project Manager	Project Sponsor
	Israel Ruiz

IS&T Organizational Dependencies

Dependencies	Handoffs
DM	AS

Key Dates

	Original	Revised
Start Date	3/22/11	3/22/11
End Date	10/3/11	10/3/11

Top Issues and Risks for the Project

Issues Owner Current Status

Risks Impact Probability

Project Budget and Forecasts

Budget	Estimated Expenses	Estimated Labor Cost	Total Actual Labor Cost
0	0	$67,200.00	0

Key Milestones and Deliverables

#	Name	Begin	Original End	Rev. End	Task Status

Scope Status

Budget/Resources Status

Sponsor Relationship Status

Project Timeline Status

489 AS: Request For Payment 1.1

Execute & Control

Last Update
4/25/11
6:40:43 AM

	Timeline Status	Scope Status	Budget Status	Sponsor Status
Current	RED	RED	YELLOW	YELLOW

Project Information

Provide payment method and payment notification options for expense reimbursements to the MIT community. Includes self selection of payment method (ACH or check), ability to enter a second bank account for ACH of expense reimbursements, and selection of a payment notification when expenses are paid.

Core Team

Project Manager	Project Sponsor
Robert Casey	Israel Ruiz

IS&T Organizational Dependencies

Dependencies	Handoffs
CS, OI	CS

Key Dates

	Original	Revised
Start Date	12/13/10	12/13/10
End Date	5/27/11	6/10/11

Top Issues and Risks for the Project

Issues	Owner	Current Status
Out of the box SAP web themes do not match existing InsideMIT web application look and feel. Fonts are smaller and background colors are not the same.		In Progress
Requirements continue to change and have impacted the time line and budget status of the project. The latest change request was made 4/19/11.		Not Started
Usability reviews of the application web pages have driven changes to how the page is coded and presented to the user. There is one remaining issue to be corrected with respects to how the page copies information between fields.		Not Started

Risks	Impact	Probability
SIT test cases are not as far along as expected.	Large	Medium

Project Budget and Forecasts

Budget	Estimated Expenses	Estimated Labor Cost	Total Actual Labor Cost
0	0	0	0

Key Milestones and Deliverables

#	Name	Begin	Original End	Rev. End	Task Status
1	Requirements Gathering	12/13/10	12/29/10	12/29/10	Completed
2	Design & Review	12/20/10	4/29/11		In Progress
3	Development	12/20/10	5/6/11		In Progress
4	SIT	5/9/11	5/20/11		Not Started
5	UAT	5/23/11	6/3/11		Not Started
6	Rollout to production	6/6/11	6/10/11		Not Started

Scope Status

4/22/11
Project scope has changed since 1/28/11 update. Business owners have requested changes to the design of the application web pages and the payment advice form. A usability review of the application web page also caused changes requiring development. Another set of changes were requested by the project sponsor on 4/19/11. These changes have been shared with the team but the results of a review by the business owners has not been shared with the IS&T team yet. Expect to meet with the business leads the week of 4/25 to conduct a review.

Budget/Resources Status

4/22/11
Project is at ~80% of original budget. Consulting expenses nearing the contingency threshhold. Next project financial review to be scheduled.

Sponsor Relationship Status

4/22/11
The project sponsor is not happy that this project is not live. He understands there have been legitimate issues with changing requirements and usability issues. The sponsor and the business owner are satisfied that IS&T and the business team are working together to resolve these project issues.

Project Timeline Status

4/22/11
The original timeline was agressive. Changes to requirements and changes required to address usability issues have extended the timeline to the current go live date of 5/27/11. This timeline is soft as the project sponsor requested additional changes on 4/19/11. Set the expectation with the business project lead that once requirements are finalized we will require 6 weeks to go live.

503 AS: Enterprise Learning Phase II Implementation

Last Update
4/25/11
12:10:47 AM

	Timeline Status	Scope Status	Budget Status	Sponsor Status
Current	🟩	🟩	🟩	🟩

Project Information

The project is intended implement a training needs identification and compliance management system by extending SAP standard functionality. The system will replace EHSWeb and serve as a foundation for similar requirements to other training departments e.g. OSP, VPF, Facilities, HR, IS&T.

Core Team

Project Manager	Project Sponsor
Quintin Smith	Bill VanSchalkwyk, Maraget-Ann Grey, Colleen Leslie

IS&T Organizational Dependencies

Dependencies	Handoffs
DM, SE	AS

Key Dates

	Original	Revised
Start Date	4/1/11	4/1/11
End Date	3/31/12	3/30/12

Top Issues and Risks for the Project

Issues	Current Owner	Status
Evaluate Job title triggers to determine real triggers. Work with EHS to translate existing job title triggers.		Not Started
Various ways in which EHS Cert types can be handled. Need to find most maintenance friendly way.		Not Started

Risks	Impact	Probability
Best practice data table provided from the ECC system for warehouse reporting might not be DW compatible.	Large	Medium

Project Budget and Forecasts

Budget	Estimated Expenses	Estimated Labor Cost	Total Actual Labor Cost
$2,000,000.00	0	0	0

Key Milestones and Deliverables

#	Name	Begin	Original End	Rev. End	Task Status
1	Usability testing	5/25/11	6/22/11		Not Started
3	Training support strategy	4/4/11	6/30/11		Not Started
4	Traincaster Content Migration	4/1/11	9/30/11		Not Started
5	Feeds development	4/11/11	6/15/11		Not Started
6	Completion of TNI Development	4/4/11	5/25/11		Not Started
7	Phase I deferred items	4/1/11	6/29/11		Not Started
8	Go-live without EHS	8/29/11	8/29/11		Not Started
9	EHS Data migration	4/1/11	9/29/11		Not Started
10	Reporting	4/1/11	9/30/11		Not Started
11	EHS Testng	10/3/11	1/31/12		Not Started
12	Go-live with EHS	2/29/12	2/29/12		Not Started
13	Notifications	4/1/11	6/30/11		Not Started

Scope Status

Additional requirements requested by Lincoln Laboratory. Focussing on "quick wins". Wary of scope creep.

Budget/Resources Status

Within budget

Sponsor Relationship Status

Project Timeline Status

On track, little slack on the technical development

496 AS: Hourly Student Appointment Automation Project -Discovery

	Execute & Control	Last Update 4/23/11 12:19:30 PM

	Timeline Status	Scope Status	Budget Status	Sponsor Status
Current				

Project Information

The project's goal is to fully automate the processing of Hourly-paid student appointment transactions. This involves:
1. Creating a new web-based data-entry form from which student administrators will create, change and terminate hourly-paid student positions
2) Enabling SAP workflow and creating an inbox accessible from the web to allow approvers to approve or reject transactions
3) Automating the saving of transactions to SAP
4) Developing an SAP transaction log to allow the HR-Pay service center to review and resolve errors
5) Providing statistics and reporting

Key Stakeholders:
Student Financial Services
Office of the Dean for Graduate Education
International Students Office
HR-Payroll Service Center

Co-Sponsor: Betsy Hicks

Core Team

Project Manager	Project Sponsor
Karon McCollin	Gerard O'Toole

IS&T Organizational Dependencies

Dependencies	Handoffs
ES, DM, SE, OI	SE

Key Dates

	Original	Revised
Start Date	12/2/10	12/2/10
End Date	4/30/11	4/29/11

Top Issues and Risks for the Project

Issues Owner Current Status

Risks Impact Probability

Project Budget and Forecasts

Budget	Estimated Expenses	Estimated Labor Cost	Total Actual Labor Cost
$350,000.00	0	0	0

Key Milestones and Deliverables

#	Name	Begin	Original End	Rev. End	Task Status
1	Write Scope Statement	12/2/10	12/23/10	2/10/11	Completed
2	Scope Review and Sign-off	1/7/11	1/13/11	3/7/11	Completed
3	Complete Requirements	3/2/11	3/24/11	3/31/11	Completed
4	Complete Data Model	3/21/11	3/25/11	3/28/11	Completed
5	Technical Solution Decision	3/25/11	3/28/11	3/28/11	Completed
6	Requirements Review and Sign-off	3/25/11	3/31/11	4/14/11	Completed
7	Design and Implementation Assessment	4/4/11	4/29/11		In Progress
8	Project Planning Peer Review	4/15/11	4/29/11		Not Started
9	Discovery Complete	4/29/11	4/29/11		Not Started

Scope Status

Scope clearly defined and signed off.

Potential requirements change: user group initially indicated they did not want a view transaction capability; however, in two subsequent discussions (requirements sign-off and design review session), it appears that this functionality may be needed. We are in process of following up with the user group.

Budget/Resources Status

Revised project budget is due to ASPCC in May. Original project budget of 350Kwas based on modifying existing eSPAF form on the student systems side and automating the backend. We have since changed scope/approach and will be developing a fully automated solution on the SAP side and using web dynpro.

Sponsor Relationship Status

Sponsor fully engaged.

Project Timeline Status

Initial Discovery Phase scheduled to finish on time - 4/29/2011.

Project Schedule in progress.

490 AS: Appointment Process Redesign 2.0

Execute & Control

Last Update
4/25/11 10:13:13 AM

	Timeline Status	Scope Status	Budget Status	Sponsor Status
Current				

Project Information

Project to plan and deliver additional enhancements and features for the already exisiting APR application.
New features include the following:
1. Ability to attach documents
2. Edit functionality
3. Other action form
4. several other enhancements

Planning phase includes collecting and analyzing requirements, proposing solution options.

Implementation phase includes detailed design, developement, testing, and roll out.

Planning phase is from 11/01/2010 to 02/18/2011

There may be a gap between the end of Planning phase and the begining of the implementation phase due to resource constraints.

Core Team

Project Manager	Project Sponsor
Shridhar Kulkarni	Gerry O'Toole

IS&T Organizational Dependencies

Dependencies	Handoffs
AS	AS

Key Dates

	Original	Revised
Start Date	11/1/10	11/1/10
End Date	6/29/12	2/18/11

Top Issues and Risks for the Project

Issues   Owner   Current Status

Risks	Impact	Probability
We are finding it hard to get all the Asst. Deans together, review the options, and get consensus on the solution option for the edit functionality. We need that absolute clarity before we go into design and development of this large effort.	Large	High

Project Budget and Forecasts

Budget	Estimated Expenses	Estimated Labor Cost	Total Actual Labor Cost
0	0	0	0

Key Milestones and Deliverables

#	Name	Begin	Original End	Rev. End	Task Status
1	Collect requirements	11/1/10	11/26/10	11/1/10	Completed
2	Conduct Stakeholder meetings	11/29/10	2/11/11	2/11/11	Completed
3	Develop solution options	12/13/10	2/11/11	2/11/11	Completed
4	Sign off on requirements and solution options	2/18/11	2/18/11		Overdue

Scope Status

Planning phase identifies work in multiple chunks.

1. Existing production support (that has 22 open tickets) and 33 small effort tickets in saptest that need to be either closed or moved to the production queue.

2. Track A: Group of 5 tickets that have been identified as important enhancements by the Assistant Deans.

3. Track B: Group of 10 tickets identified by the Assistant Deans as next set of priority tickets.

4. Document attachments: Identified scope and solution option with Open Text will allow the end users to attach documents to an employee record using APR. The migration from Optix (current document storage system for HR) to Open Text is in the scope.

4. Edit function: Engaged EPI-USE to evaluate the requirement and the current code base. Ability to edit on the final page with validation is ruled out due to technical constraints. The other edit option where the user is brought back to the start of the application has two development options. One is to embed it in the existing Java based APR application and the other is to build APR with edit function using Web Dynpro for ABAP (SAP development technology). Per EPI-USE, the time and cost for both options are, around 100 man-months and 18 months duration. Depending on how fast the requirement phase goes and depending on how many internal v/s external resources are used, the cost of the project can be anywhere from 2 to 3 million dollars and duration anywhere from 18 months to two years.

****

Planning phase:
Meetings with key stakeholders identified and conducted. All the Asst. Deans need to agree on one solution option for the edit functionality. If they don't, then we have a huge issue with scope management as we may need to revisit it down the line and it will be a very expensive process. We have NOT been able to meet with ALL the Asst. Deans in one room and get consensus on an option yet.

Implementation phase:
Implementation phase should not be started until the requirements and development option for edit functionality are signed off.

Budget/Resources Status

Track A and track B will require internal resources(5-6) for a period of 9-12 months.

Document attachment will require external resources for upgrading Ixos and implementing Employee File Management (if decided), and migration from Optix to Open Text. Service cost and license cost still being worked out. The project will also require folks from OIS and D.M to participate in the upgrade. The APR team will have some involvement during the implementation.

Edit function if outsourced is a 2-3 million dollar project with a time committment of 18 months to 2 years. Requires some involvement from current APR team and also from business owners.

Sponsor Relationship Status

Sponsors are very engaged and aware of the timeline and cost for the identified scope. The decision on what will be in the final scope and the sequence of delivery is still being worked out between business owners and the Assistant Deans,

Project Timeline Status

IST Information Services and Technology

The planning phase has identified the work in multiple chunks (described in the scope status). What work will be done in what sequence is still TBD. Gerry O' Toole, the business owner for APR is arranging a meeting with the Assistant Deans to discuss various options and the timeline will become clear only after that.

****

Planning phase:
Timeline may get affected if we can't get all the Asst. Deans to get together and agree on a solution option. it has been a challenge to get them all in one room and review the options.

Implementation phase:
The design work may not start on time if the requirements and edit function options are not signed off. Resource constraints may also affect the start of the phase.
Timeline for the implementation phase can't be defined yet but it is very likely to be over a year.

459 CS: Concurrent Licensing with Keyserver Phase II

	Last Update	Timeline Status	Scope Status	Budget Status	Sponsor Status
Execute & Control	4/25/11 9:27:47 AM				
Current					

Project Information

Building upon the Phase I success, we are expanding the pilot and continuing the project to continue to learn about the costs and requirements of providing keyed concurrently licensed software to the community.

The goals are to confirm the 20:1 concurrent licensing ratios and demonstrate that keyed concurrent software can cost effectively provide another option for IS&T when choosing how to license and distribute software for MIT.

Results so far support the findings of 20:1 concurrent license ratios and Keying the Adobe Software has been manageable with pilot resources and would be a cost saving way to deploy the Adobe suite of software to the community if we can identify the resources to maintain the keyed software.

Core Team

Project Manager	Project Sponsor
Jonathan Hunt	Patricia Sheppard

IS&T Organizational Dependencies

Dependencies	Handoffs
SE, CS, OI	CS, OI

Key Dates

	Original	Revised
Start Date	9/20/10	9/20/10
End Date	6/30/11	6/30/11

Top Issues and Risks for the Project

Issues | **Owner** | **Current Status**

Adobe MIT to spend more money for their software. Adobe does not allow concurrent licenses use on personal/student owned machines without an expensive ($100K/product) site license. We are working with EDUCAUSE partners to encourage Adobe to change their academic licensing terms. | | In Progress

Need an advocate for Adobe software to move the new products through the IS&T Software Release Process. Adobe CS and Acrobat currently do not have an advocate to shepard them trhough the process. | | Not Started

No available resources exist in IS&T that could provide the release engineering to maintain the keyed Adobe software in production. SWRT (SE) and VSLS (CS) were likely homes, but neither have skills or resources to meet the need presently. | | Not Started

Risks | **Impact** | **Probability**

Adobe has changed the installer packaging for Acrobat Pro X on Macs such that previous methods for keying the app within the distribution no longer work. We have worked with Sassafrass on a solution and anticipate a new version of the KeyServer will solve this problem later this spring. A similar problem was encountered last year with Windows Creative Suite installers that was solved by Sassafrass successfully. | Medium | Low

Project Budget and Forecasts

Budget	Estimated Expenses	Estimated Labor Cost	Total Actual Labor Cost
$41,000.00	0	0	0

Key Milestones and Deliverables

#	Name	Begin	Original End	Rev. End	Task Status
2	Negotiate with Adobe for Student Dreamweaver	9/20/10	9/29/10		Overdue
5	Communication Plan	10/18/10	11/3/10	11/3/10	Completed
6	Explore EndNote Concurrent License	10/11/10	11/15/10		On Hold
8	Extend Pilot	12/1/10	1/31/11	1/31/11	Completed
9	Deploy Adobe Suite to Bldg 37 Cluster	4/11/11	4/11/11	4/11/11	Completed
10	Maintain Keyed Software	9/20/10	6/30/11		In Progress
11	Evaluate Pilot	3/1/11	4/25/11		In Progress
12	Go/No Go Decision	6/15/11	6/15/11		Not Started
13	Close Out Pilot	6/30/11	6/30/11		Not Started

Scope Status

We have successfully deployed Adobe CS5 Suite, Captivate 5 and Acrobat Pro view a keyed concurrent license to IS&T staff, OEIT and limited Sloan testers and the Building 37 Cluster for students. We have delayed looking at EndNote until a decision is reached about resources to deploy keyed software to MIT is made.

Budget/Resources Status

FY11 Costs
SWEB 23,500
Consultants 0
Software 12,874
Equipment 0
Other 4,620

Total 40,994

(FY10 costs are part of the Phase I project and not included here)

Sponsor Relationship Status

Sponsor meeting monthly and additional communication as needed

Project Timeline Status

The deployment to the Building 37 cluster was delayed because of outside resource limitations to test, but that has since been resolved and completed. We are also deploying to the public windows machines in W20 for further student testing.

422 DM: Reporting & Forecasting Tool (Raft) - Phase II

Execute & Control

Last Update
10/18/10
4:06:11 PM

	Timeline Status	Scope Status	Budget Status	Sponsor Status
Current				

Project Information

The RAFT (Reporting and Forecasting Tool) project provides a targeted tool for departments', labs and centers to view the financial health of particular cost objects at a particular point in time according to a user-defined collection of GL categories. Features include:

• Development of user-friendly scenario and forecasting system that address PI resources, group resources and overall DLC resources.
• Provide a comprehensive view of DLC resources that takes into account financial commitments, existing resources, staff, faculty and student appointments and support requirements.
• Development of a forecasting and reporting that can be adapted for Institution-wide roll out
• Develop basic modeling and forecasting using "what if" scenarios, hypothetical appointments and funding.
• Download and/or create pre-defined reports
• Demonstrate the integration of data from multiple sources. (including SAP,COEUS, and ESDS)

This tool will help users to track the causes of variance against expectations. It is also useful for reporting the current financial status to primary investigators.

Phase II includes:
Extension and development of additional functionality to support departmental needs. This includes:
• COEUS Proposal and Award Budgets
• Ability to enter expense and person forecasts
• Multiple what-if scenarios encompassing multiple projects/people per user
• Ability to store and label search criteria for later reuse
• Ability to define project years/periods
• Additional collection of standard reports

Core Team

Project Manager	Project Sponsor
Amon Horne	Claude Canizares

IS&T Organizational Dependencies

Dependencies	Handoffs
OI	CS

Key Dates

	Original	Revised
Start Date	2/22/10	3/1/10
End Date	1/31/11	2/17/11

Top Issues and Risks for the Project

Issues	Owner	Current Status
Resource constraints		

The following resources are still open for the project:
  * Javascript/Jquery programmer (required)
  * PHP Programmer (preferred)

Front-end development is being held until a resource for the first item is identified.

Consultant candidates are in review

Impact: Project Timeline — Overdue

Testing Group concerns

Members of the testing team have expressed concerns in that we are addressing Financial Analyst/Financial Officer needs before we address Primary Investigator(PI) concerns. This is due to the fact that we do not expect direct usage of the system by PIs until baseline forecast information (currently entered in Excel) is available in the product

Impact: Expectations

Remediation: Secondary review of scope and initial module deployments with steering committee (completed) and project sponsors. — Overdue

Risks Impact Probability

Project Budget and Forecasts

Budget	Estimated Expenses	Estimated Labor Cost	Total Actual Labor Cost
$429,780.00	0	0	0

Key Milestones and Deliverables

#	Name	Begin	Original End	Rev. End	Task Status
1	Requirements Gathering	3/1/10	3/22/10	3/22/10	Completed
2	Focus Groups	3/1/10	3/5/10	3/5/10	Completed
3	Documentation	3/8/10	3/12/10	3/12/10	Completed
4	Steering Committee Review & Prioritization	3/15/10	3/22/10	3/22/10	Completed
5	Design	3/16/10	5/19/10	5/19/10	Completed
6	Requirements Review	3/16/10	3/18/10	3/18/10	Completed
7	Initial Design	3/19/10	4/1/10	4/1/10	Completed
8	Design Review 1	4/2/10	4/2/10	4/2/10	Completed
9	Design Updates	4/5/10	4/9/10	4/9/10	Completed
10	Design Review 2	4/12/10	4/12/10	4/12/10	Completed
11	Design Updates	4/13/10	4/19/10	4/19/10	Completed
12	Design Review 3	4/20/10	4/20/10	4/20/10	Completed
13	Design Updates	4/21/10	4/27/10	4/27/10	Completed
14	Design Review 4	4/28/10	4/28/10	4/28/10	Completed
15	Design Updates	4/29/10	5/5/10	5/5/10	Completed
16	Design Approval	5/6/10	5/6/10	5/6/10	Completed
17	Design Review	5/12/10	5/19/10	5/19/10	Completed
18	Development	3/1/10	2/17/11		Overdue
19	Release 1.1	3/1/10	4/15/10	4/15/10	Completed

Scope Status

In review with sponsor/key stakeholders:
* Initial scope sign off completed with Steering Committee and sponsors
* Design sign off with Steering Committee completed
* Review of testing group member concerns complete
* Review of testing group concerns with steering committee
* Final review of testing group concerns with stakeholders complete

This item will get reviewed in release 3

Budget/Resources Status

Budget utilization is increased due to use of consultants.

Sponsor Relationship Status

Project Timeline Status

Timeline pushed out due to:
Resource constraints:
* Currently only one developer
* Interviewed candidates for Javascript/PHP Consulting position
  - 3 have taken other opportunities
  - Currently interviewing 2 additional consulting candidates

New timeline reflects worst-case scenario if resource issues cannot be resolved.

#	Name	Begin	Original End	Rev. End	Task Status
20	Release 1.1 Development	3/1/10	4/7/10	4/7/10	Completed
21	Release 1.1 Final Commit	4/8/10	4/8/10	4/8/10	Completed
22	Release 1.1 Deployment	4/9/10	4/15/10	4/15/10	Completed
23	Phase II: Sprint 0	6/21/10	7/13/10	7/13/10	Completed
24	HTML Mockups	6/25/10	7/13/10	7/13/10	Completed
25	Phase Development	6/21/10	7/13/10	7/13/10	Completed
26	Release 2 (PII: Sprint 1)	7/14/10	10/26/10		Overdue
27	Backlog Review	7/14/10	7/14/10	7/14/10	Completed
28	Release 2 Development	8/16/10	10/11/10	10/11/10	Completed
29	Usability Testing	10/12/10	10/18/10		Overdue
30	Acceptance Testing	10/19/10	10/21/10		Overdue
31	Steering Committee Approval	10/22/10	10/22/10		Overdue
32	Release 2 - Final Commit	10/19/10	10/19/10		Overdue
33	Release 2 Deployment	10/20/10	10/26/10		Overdue
34	Release 3 (PII: Sprint 2)	10/27/10	12/30/10		Overdue
35	Backlog Review	10/27/10	10/27/10		Overdue
36	Release 3 Development	10/28/10	12/22/10		Overdue
37	Usability Testing	12/23/10	12/23/10		Overdue
38	Acceptance Testing	12/24/10	12/28/10		Overdue
39	Steering Committee Approval	12/29/10	12/29/10		Overdue
40	Release 3 Final Commit	12/23/10	12/23/10		Overdue
41	Release 3 Deployment	12/24/10	12/30/10		Overdue
42	Release 4 (PII: Sprint 3)	12/31/10	2/17/11		Overdue
43	Backlog Review	12/31/10	12/31/10		Overdue
44	Release 4 Development	1/3/11	2/9/11		Overdue
45	Usability Testing	2/10/11	2/10/11		Overdue
46	Acceptance Testing	2/11/11	2/15/11		Overdue
47	Steering Committee Approval	2/16/11	2/16/11		Overdue
48	Release 4 Final Commit	2/10/11	2/10/11		Overdue
49	Release 4 Deployment	2/11/11	2/17/11		Overdue

461 ES: Online Registration - Pilot Release

Execute & Control

Last Update
4/22/11
10:23:52 AM

	Timeline Status	Scope Status	Budget Status	Sponsor Status
Current				

Project Information

The purpose of this project is to deliver a solution in FY '11 that will meet Online Registration requirements and focus on short-term business needs. It will be a component of a comprehensive Online Registration solution.

The scope of the pilot release is:
- Student - Access and Maintain Registration Selections
- Student -Submit Registrations
- Advisor - Access and Maintain Registration Selections
- Advisor - Approve Registrations
- Registrar - Online Registration Administration

The scope of the August release is:
- Advisor - Advisor Assignment
- Advisor - Mobile Approval
- Student - Mobile Submission

Core Team

Project Manager	Project Sponsor
Lori Singer	Mary Callahan and Eamon Kearns

IS&T Organizational Dependencies

Dependencies	Handoffs
ES	ES

Key Dates

	Original	Revised
Start Date	8/16/10	8/16/10
End Date	5/6/11	5/6/11

Top Issues and Risks for the Project

Issues Owner Current Status

Risks		Impact	Probability
		Medium	Medium

Description:
Touchstone was introduced to the project due to the request for a mobile interface for Online Registration. Once it was agreed that mobile would not be part of the May release, we determined that it would still be useful to have Touchstone in place for the standard application. At this point, the ITeam is working through design and installation challenges. Because of the tight timeframe, we are concerned about whether there will be enough time to complete this installation and rollout for functional and performance testing prior to the release.

Mitigation Strategy:
The application is being tested using SSO and, if Touchstone is not ready, the launch can go as scheduled using SSO.

Project Budget and Forecasts

Budget	Estimated Expenses	Estimated Labor Cost	Total Actual Labor Cost
0	0	0	0

Key Milestones and Deliverables

#	Name	Begin	Original End	Rev. End	Task Status
1	Plan	8/16/10	9/7/10	9/7/10	Completed
2	Design	9/8/10	3/18/11	3/18/11	Completed
3	Development	12/6/10	4/4/11	4/4/11	Completed
4	QA	2/14/11	4/22/11	4/22/11	Completed
5	User Testing	4/11/11	5/2/11		In Progress
6	Deployment	4/27/11	5/6/11		In Progress

Scope Status

The scope for each release has been determined. Working with the users, we agreed to move the Mobile functions to the August release.

Budget/Resources Status

There are no budget or resource concerns.

Sponsor Relationship Status

There are no sponsor relationship concerns.

Project Timeline Status

Testing is going well yet because of the aggressive schedule the timeline remains in yellow.

Status:
- The pilot release is currently in user testing.
- Usability testing for the pilot release is complete.
- Functional Specification for the Mobile functionality has been written and is being reviewed by the users.
- Functional Specification for the Advisor Assignment is in-progress.

476 ES: Electronic Transcript Implementation

	Last Update		Timeline Status	Scope Status	Budget Status	Sponsor Status
Execute & Control	4/23/11 5:57:30 PM	Current				

Project Information

This project covers the implementation of a third party service to handle the request and delivery of electronic transcripts. This would allow both current and former students the ability to request and pay for an electronic copy of their transcript, which would be stored and delivered through a secure server using encryption and digital signatures for verification. The project was broken out into two phases, analysis and implementation. The analysis phase completed in October 2010 with the selection of a third party solution provider. As part of this implementation we will be automating transcript processing for the majority of orders thereby reducing manual labor in both the SSC and the Registrar's Office.

Core Team

Project Manager	Project Sponsor
Madge Lewis	Mary Callahan

IS&T Organizational Dependencies

Dependencies	Handoffs
ES	ES

Key Dates

	Original	Revised
Start Date	11/4/10	12/8/10
End Date	8/2/11	8/2/11

Top Issues and Risks for the Project

Issues	Current Owner	Status
Although not serious yet, it is becoming increasingly difficult to obtain stakeholder's time given his involvement in three other high priority projects. In addition, from mid-May through early June, Registrar resources will be much less available due to commencement and end of term activities. The project schedule is extrememely tight with no available slack.	Madge Lewis	In Progress
The project sponsor wants a July implementation; the current schedule provides for deployment on 8/2 which will be satisfactory. However this means that testing must occur in July which puts it in direct conflict with other higher priority projects for the Registrar's office.	Madge Lewis	In Progress

Risks	Impact	Probability
Ability to deliver this solution in July is at risk due to 1) no slack in the timeline 2) concerns over busness side resource availability and 3) multiple high-priority projects in conflict.

Mitigation: proposal to be discussed with Sponsors on 4/28. | Medium | High |

Project Budget and Forecasts

Estimated Budget	Estimated Expenses	Estimated Labor Cost	Total Actual Labor Cost
0	0	0	0

Key Milestones and Deliverables

#	Name	Begin	Original End	Rev. End	Task Status
1	Business Analysis	12/8/10	1/26/11	1/26/11	Completed
2	Design	1/24/11	5/9/11		In Progress
3	Development	2/11/11	7/14/11		In Progress
4	QA	5/16/11	7/21/11		Not Started
5	User Testing	7/21/11	7/28/11		Not Started
6	Implementation	7/28/11	8/2/11		Not Started

Scope Status

No current scope issues.

Budget/Resources Status

No current budget issues.

Sponsor Relationship Status

Sponsor relationship is good.

Project Timeline Status

The timeline is in yellow due to the documented issues regarding resource availability and multiple projects in conflict in July. Meeting with Sponsors to come to a resolution scheduled for 4/28.

456 ES: Scheduling Analysis

Execute & Control

Last Update
1/27/11
11:04:3 AM

	Timeline Status	Scope Status	Budget Status	Sponsor Status
Current				

Project Information

The Scheduling Analysis project is the first step in replacing the existing Classroom and Student Scheduling system. This new system will:
- Meet the current needs of the Registrar's Office and Academic Departments, and
- Be flexible enough to support future changes

This project contains the following phases:
1. Requirements Phase: Complete
2. Solution Decision Phase: Complete
3. Detail Design Phase: Create the Functional Specification and Technical Design documents. In addition, identify how to address all integration points. (this phase is in-progress)

At the end of this project, a detailed schedule, budget and resource plan will be documented for the Implementation project.

Core Team

Project Manager	Project Sponsor
Lori Singer	Mary Callahan and Eamon Kearns

IS&T Organizational Dependencies

Dependencies	Handoffs
ES	ES

Key Dates

	Original	Revised
Start Date	7/1/10	7/1/10
End Date	9/30/11	9/30/11

Top Issues and Risks for the Project

Issues

Issues	Owner	Current Status
The final review of the Functional Specifications is scheduled to start in July. However, due to user testing for three other projects, the users from the Registrar's Office may not be available for the number of meetings that will be needed to complete the document reviews in July. We will discuss this with the Registrar to determine the appropriate priority and availability of resources.	Lori Singer	In Progress

Risks	Impact	Probability

Project Budget and Forecasts

Budget	Estimated Expenses	Estimated Labor Cost	Total Actual Labor Cost
0	0	0	0

Key Milestones and Deliverables

#	Name	Begin	Original End	Rev. End	Task Status
1	Business Requirements	7/1/10	12/7/10	12/7/10	Completed
2	Solution Decision	12/1/10	2/25/11	2/25/11	Completed
3	Functional Specifications	1/10/11	6/30/11		In Progress
4	Initial Review with Users	3/14/11	5/27/11		In Progress
5	Internal Review	6/6/11	6/30/11		Not Started
6	Final Review	7/5/11	7/29/11		Not Started
7	Technical Design	2/21/11	9/30/11		In Progress

Scope Status

There are no issues with scope for this project.

Budget/Resources Status

There are no issues with budget or resources. We may add an additional technical resource to the design phase.

Sponsor Relationship Status

The working relationship with the Registrar is very strong and collaborative. The Registrar's office has been responsive to our requests for meeting times and have been participating in 8 hours of meetings per week for the initial review of the functional specifications.

Project Timeline Status

The solution decision phase is complete. Unitime will be used as part of our Scheduling implementation.

There are 6 functional specifications for this project and, as they are written, we are reviewing them with the users. This way, we are receiving timely feedback as we identify where and how Unitime will be used and where modifications are needed.

The internal review will focus on whether more clarification is needed for the technical implementation and whether we need more information from the users. In addition, we will be including resources from Unitime to help in our development and implementation approach.

The final review will be with users for sign-off.

We are working with the Finance and Legal teams to draft a contract to cover costs for any implementation support and development needed from Unitime.

IST Information Services and Technology

501 ES: Digitizing Forms and Petitions Assessment

Execute & Control

Last Update
4/22/11
10:22:55 AM

	Timeline Status	Scope Status	Budget Status	Sponsor Status
Current				

Project Information

The objectives of the Assessment phase are:
- Gather requirements for the 5 selected forms in each of the business areas
- Map requirements to the capabilities of the OS workflow tool
- Identify potential functionality across forms (landing page, messaging, notification)
- Evaluate requirements and formulate options

Core Team

Project Manager	Project Sponsor
Zahida Taher	Mary Callahan, Eamon Kearns

IS&T Organizational Dependencies

Dependencies	Handoffs
ES	ES

Key Dates

	Original	Revised
Start Date	1/17/11	1/17/11
End Date	6/17/11	6/17/11

Top Issues and Risks for the Project

Issues Owner Current Status

Risks Impact Probability

Project Budget and Forecasts

Budget	Estimated Expenses	Estimated Labor Cost	Total Actual Labor Cost
0	0	0	0

Key Milestones and Deliverables

#	Name	Begin	Original End	Rev. End	Task Status
1	Create and Finalize Requirement Documents	1/17/11	6/17/11		In Progress
2	Map requirements to Workflow tool	4/11/11	5/31/11		In Progress
3	Create Implementation Plan	6/1/11	6/17/11		Not Started

Scope Status

Assessment project scope has been reviewed with stakeholders, sponsors and SSSC. Implementation scope will be reviewed after the assessment phase

Budget/Resources Status

Project is in the Assessment phase. Project is within budget

Sponsor Relationship Status

Sponsors are engaged and are working with the team

Project Timeline Status

Project is in the Assessment phase, expected to be completed by June 17. Work done to-date
 - Met with business users in OFS, Registrar, SFS, and UAAP, ODGE
- Created draft requirement documents for Add/Drop, HASS Concentration and Credit Balance Authorization - Working on requirements for Late Add/Drop and Graduate Student Petitions
- Comparing roles and requirements across forms
- Identifying common functions and workflows
- Mapping requirements to Open Source workflow capabilities matrix

481 AS: Pension Admin Change

Prepare

Last Update
4/22/11
12:41:53 AM

	Timeline Status	Scope Status	Budget Status	Sponsor Status
Current	🟩	🟩	🟨	🟩

Project Information

Activities associated with changing to a new Pension administrator.

Core Team

Project Manager	Project Sponsor
Frank Quern	Jean Samuelson

IS&T Organizational Dependencies

Dependencies	Handoffs
AS	ES

Key Dates

	Original	Revised
Start Date	11/1/10	10/1/10
End Date	8/1/11	9/1/11

Top Issues and Risks for the Project

Issues Owner Current Status

Risks	Impact	Probability
ACS to TW Conversion Validation process has not been made visiable to the MIT Team.	Medium	Medium
Benefit Office's test plan for the TW system has not been developed/documented.	Medium	Medium
On-going audit reports & processes have not been identified.	Medium	Medium

Project Budget and Forecasts

Budget	Estimated Expenses	Estimated Labor Cost	Total Actual Labor Cost
0	0	$28,350.00	$24,420.00

Key Milestones and Deliverables

#	Name	Begin	Original End	Rev. End	Task Status
1	Analysis	10/1/10	2/15/11	2/15/11	Completed
2	Design	2/15/11	3/4/11	3/4/11	Completed
3	Development	3/4/11	3/18/11	3/18/11	Completed
4	UAT	6/1/11	7/13/11		Not Started
5	Implementation	7/26/11	8/10/11		Not Started
6	TW Requirements Approved	11/29/10	12/30/10	1/27/11	Completed
7	MIT SAP Requirements Approved	3/1/11	3/1/11	2/4/11	Completed
8	1st Set of Test File to TW	3/14/11	3/14/11	3/14/11	Completed
9	Go-live with production feeds	9/1/11	9/1/11		Not Started
10	Go live with TW feed to SAP	8/25/11	8/25/11		Not Started
11	SIT Preparation	4/4/11	4/19/11	4/19/11	Completed
12	Unit Test	3/18/11	4/1/11	4/1/11	Completed
13	SIT	4/18/11	5/31/11		Not Started
14	2nd Set of Test Files to TW	4/21/11	4/21/11	4/21/11	Completed
15	3rd Set of Test Files to TW	5/6/11	5/6/11		Not Started

Scope Status

Occasionally, new information is learned that impacts the project scope. These seem to have subsided but cannot be ruled out as new rulings from legal or regulatory bodies are presented.

Budget/Resources Status

Source of IS&T component of the project budget is not clear - revised budget forecast needs to be presented to the source owner.
QA resource is not available to the project (QA manager has identified an external resource - pending approval).

Sponsor Relationship Status

Sponsor Relationship is good. Steering committee has not been meeting on a regular basis (last meeting was 12/2010).

Project Timeline Status

The timeline is very aggressive given that requirements were signed 1 month late.
Go live date has been renegoatiated to 8/10/2011 (with data effective 8/1/2011).

IST Information Services and Technology

462 OI: Virtual Desktop

Execute & Control

Last Update
4/19/11 3:05:39 PM

	Timeline Status	Scope Status	Budget Status	Sponsor Status
Current				

Project Information

Virtual desktop anytime anywhere, providing efficient and secure support for MIT's administrative and centrally managed academic computing environment.

Core Team

Project Manager	Project Sponsor
Garry Zacheiss	EVP

IS&T Organizational Dependencies

Dependencies	Handoffs
OI	OI

Key Dates

	Original	Revised
Start Date	10/1/10	9/1/10
End Date	6/30/11	12/30/11

Top Issues and Risks for the Project

Issues Owner Current Status

Risks Impact Probability

Project Budget and Forecasts

Budget	Estimated Expenses	Estimated Labor Cost	Total Actual Labor Cost
$187,500.00	0	0	0

Key Milestones and Deliverables

#	Name	Begin	Original End	Rev. End	Task Status
1	Secure VMware licensing	9/1/10	9/30/10	9/30/10	Completed
2	Complete initial infastructure and small pilot testing	10/1/10	4/1/11	4/1/11	Completed
3	Upgrade to VMware View 4.6	3/1/11	3/15/11	3/15/11	Completed
4	Build out future production infrastructure	4/1/11	5/2/11		In Progress
5	Roll out to IS&T internal testers	5/2/11	6/30/11		Not Started
6	Roll out to community pilot participants	7/1/11	12/30/11		Not Started

Scope Status

Budget/Resources Status

FY11 budget:

$150,000 capital (software licensing/acquistion)
$37,500 SWEB (9 months, 0.5 FTE)

Total budget:

$450,000 capital (3 year software license agreement)

Sponsor Relationship Status

Project Timeline Status

An additional delay in this project was encountered due to discovering that VMware View 4.5 did not support secure tunneling of PCoIP protocol connections via the View Connection Broker. This support was available in View 4.6; we were able to participate in the beta process for that release, and upgrade our testing environment when it was released.

Currently we are declaring the initial proof-of-concept a success and building out a new environment to be production with the following changes:

- Residing on high-end storage to support more simultaneous users.

- Integrated with WIN (not WIN-DEV) production AD domain.

with a goal of being able to support 10-20 simultaneous users as part of an IS&T internal pilot.

Information Services and Technology

500 OI: Data Warehouse Virtualization and Linux Migration

	Last Update 4/19/11 4:35:1 PM	Timeline Status	Scope Status	Budget Status	Sponsor Status
Current					

Project Information

Migrate all Data Warehouse environments away from their current Sun Solaris platform and towards a virtualized Linux solution.

Core Team

Project Manager	Project Sponsor
	Mark Silis

IS&T Organizational Dependencies

Dependencies	Handoffs
DM	DM

Key Dates

	Original	Revised
Start Date	7/1/10	8/16/10
End Date	12/31/11	1/2/12

Top Issues and Risks for the Project

Issues Owner Current Status

Risks Impact Probability

Project Budget and Forecasts

Budget	Estimated Expenses	Estimated Labor Cost	Total Actual Labor Cost
0	0	0	0

Key Milestones and Deliverables

#	Name	Begin	Original End	Rev. End	Task Status
1	Migrate DW dev environment	8/16/10	1/2/12		In Progress
2	Migrate DW test envirionment	3/1/11	1/2/12		In Progress
3	Migrate DW production environment	8/1/11	1/2/12		Not Started

Scope Status

Budget/Resources Status

Sponsor Relationship Status

Project Timeline Status

Resource contention has delayed this project due to timing of Cognos PoC/Pilot occupying much of the Data Warehouse team's available time.

499 OI: MITSIS/UA/IDD Infrastructure Upgrades

Execute & Control

Last Update
4/19/11
4:07:28 PM

	Timeline Status	Scope Status	Budget Status	Sponsor Status
Current				

Project Information

The project exists to capture the work ongoing in the MITSIS, Undergraduate Admissions, and IDD environments related to upgrading that infrastructure, including:

- Retirement of legacy F5 load balancers and migration to newer equipment.

- Retirement of legacy back-end network and bonded network driver.

- Introduction of virtualization.

- Retirement of legacy OS platforms (Solaris and RHEL4).

in order to bring these environments into compliance with our current operational standards.

Core Team

Project Manager	Project Sponsor
	Mark Silis

IS&T Organizational Dependencies

Dependencies	Handoffs
AS, ES, SE	AS, ES, SE

Key Dates

	Original	Revised
Start Date	7/1/10	7/1/10
End Date	7/1/11	1/2/12

Top Issues and Risks for the Project

Issues Owner Current Status

Risks Impact Probability

Project Budget and Forecasts

Budget	Estimated Expenses	Estimated Labor Cost	Total Actual Labor Cost
0	0	0	0

Key Milestones and Deliverables

#	Name	Begin	Original End	Rev. End	Task Status
1	Migrate dev ("earth") tier	7/1/10	10/1/10	10/1/10	Completed
2	Migrate test ("sea") tier UA systems	1/3/11	4/1/11	4/1/11	Completed
3	MIgrate test ("sea") tier MITSIS systems	1/3/11	5/23/11		In Progress
4	Migrate test ('sea") tier IDD systems	1/3/11	5/16/11		In Progress
5	Decommission legacy F5 and backend network	5/30/11	5/30/11		Not Started
6	Migrate production ("sky") tier applications	6/1/11	8/1/11		Not Started
7	Virtualize MITSIS DB servers	8/1/11	1/2/12		Not Started

Scope Status

Scope remains well-understood, although some upgrades are being combined, for example, virtualization while moving to a newer OS platform.

Budget/Resources Status

Sponsor Relationship Status

Project Timeline Status

Timeline for completing migration of test tier slipped approximately one month due to lack of testing resources.

498 OI: Remedy Change Management Proof-of-Concept

Execute & Control

	Last Update 4/19/11 3:48:1 PM	Timeline Status	Scope Status	Budget Status	Sponsor Status
Current					

Project Information

This goal of this project is to explore the use of the BMC Remedy OnDemand Change Management module for use by IS&T O&I. Additional work includes exploration of the Asset Management, Incident Management, Problem Management, and Service Portfolio modules to assess how well they meet our existing needs with an eye towards future implementation.

Core Team

Project Manager	Project Sponsor
Garry Zacheiss	Mark Silis

IS&T Organizational Dependencies

Dependencies	Handoffs
DM, CS, OI, Admin	DM, CS, OI, Admin

Key Dates

	Original	Revised
Start Date	3/1/11	3/21/11
End Date	5/16/11	1/2/12

Top Issues and Risks for the Project

Issues Owner Current Status

Risks Impact Probability

Project Budget and Forecasts

Budget	Estimated Expenses	Estimated Labor Cost	Total Actual Labor Cost
0	0	0	0

Key Milestones and Deliverables

#	Name	Begin	Original End	Rev. End	Task Status
1	Evaluate Change Management module	3/21/11	5/2/11		In Progress
2	Explore Asset Management functions	4/8/11	5/2/11		In Progress
3	Explore Service Desk functions	4/8/11	5/2/11		In Progress
4	Make "Go/No-Go" decision	5/6/11	5/6/11		Not Started
5	Negotiate pricing	5/2/11	5/16/11		Not Started
6	Execute PO	5/16/11	5/27/11		Not Started
7	Vendor-led "On-boarding" process	5/30/11	6/30/11		Not Started
8	Implement Change Management module	7/1/11	1/2/12		Not Started

Scope Status

We've chosen to scope this project very carefully, limiting the official implementation target to the change management module, but doing sufficient due diligence that we will end the project with certainty that we could do deploy the overall product stack if we chose to do so.

Budget/Resources Status

There are no capital funds associated with the proof-of-concept; the demo environment has been provided to us by the vendor as no cost.

Estimated FTE is approximately 0.5 FTE (across a project team of approximately 7 people) for the duration of the PoC.

Sponsor Relationship Status

Project Timeline Status

IST
Information Services and Technology

466 OI: Critical Network Security Controls

Last Update
Prepare   **9/30/10**
12:35:58 PM

	Timeline Status	Scope Status	Budget Status	Sponsor Status
Current				

Project Information

Assessment and implementation of critical network security controls (possibly including IPS/IDS, firewall)

Core Team

Project Manager	Project Sponsor
Paul Acosta	EVP

IS&T Organizational Dependencies

Dependencies	Handoffs
OI	OI

Key Dates

	Original	Revised
Start Date	7/1/10	7/1/10
End Date	9/30/11	9/30/11

Top Issues and Risks for the Project

Issues Owner Current Status

Risks Impact Probability

Project Budget and Forecasts

Budget	Estimated Expenses	Estimated Labor Cost	Total Actual Labor Cost
0	0	0	0

Key Milestones and Deliverables

#	Name	Begin	Original End	Rev. End	Task Status
1	Preliminary review	7/1/10	9/1/10	9/1/10	Completed
2	Recommendation on feasibility study	7/1/10	9/1/10	9/1/10	Completed
3	Technical evaluation & pilot of network security products and Technical analysis	1/3/11	3/15/11		Overdue
4	Logging & Analysis System Installation	1/17/11	3/8/11		Overdue
5	Roll-out of secure wireless	1/10/11	3/31/11		Overdue
6	Implement selected network security product	4/1/11	9/30/11		Not Started

Scope Status

Analyze, evaluate, and pilot network security products.
Roll-out of secure wireless.
Implement selected network security product(s).

Budget/Resources Status

Sponsor Relationship Status

Project Timeline Status

483 OI: Ubiquitous Indoor Coverage of Mobile/Cellular Services

Execute & Control

Last Update
4/13/11
4:25:28 PM

	Timeline Status	Scope Status	Budget Status	Sponsor Status
Current				

Project Information

Plan, prepare for and coordinate installation of equipments and network throughout the buildings used by MIT in Cambridge area to provide indoor coverage for cellular and mobile signals.

Core Team

Project Manager	Project Sponsor
Taeminn Song	Terry Stone

IS&T Organizational Dependencies

Dependencies	Handoffs
OI	OI

Key Dates

	Original	Revised
Start Date	7/1/10	7/1/10
End Date	8/31/13	12/2/13

Top Issues and Risks for the Project

Issues Owner Current Status

Risks	Impact	Probability
DAS equipments selected and deployed might not be effective.	Medium	Low
During the installation, findings of hazardous materials can create delays and sub-optimization of effective DAS.	Medium	Medium

Project Budget and Forecasts

Budget	Estimated Expenses	Estimated Labor Cost	Total Actual Labor Cost
0	0	0	0

Key Milestones and Deliverables

#	Name	Begin	Original End	Rev. End	Task Status
1	Develop business concepts and possible models	7/1/10	10/29/10	10/29/10	Completed
2	Develop/ Negotiate contract	7/1/10	12/31/10	12/31/10	Completed
3	Contract/ Agreement on DAS with AT&T	12/31/10	12/31/10	12/31/10	Completed
4	Survey buildings and develop preliminary plan for implementation	10/1/10	2/28/11	1/31/11	Completed
5	Phase 1 Survey and Data Collection	10/1/10	1/31/11	1/31/11	Completed
6	Phase 1 Design and Review	2/1/11	7/29/11		In Progress
7	Phase 1 Construction and Installation	1/3/11	9/30/11		In Progress
8	Phase 1 On-air Optimization	9/1/11	10/31/11		Not Started
9	Phase 1 Complete	10/31/11	10/31/11		Not Started
10	Phase 2 Survey and Data Collection	2/1/11	7/29/11		Not Started
11	Phase 2 Design and Review	2/1/11	8/31/11		Not Started
12	Phase 2 Construction and Installation	7/1/11	9/28/12		Not Started
13	Phase 2 On-air Optimization	9/3/12	10/30/12		Not Started

Scope Status

MIT provides project coordination. Installation and maintenance are to be done by the contract party and its vendor.

Budget/Resources Status

Sponsor Relationship Status

Positive.

Project Timeline Status

On schedule so far. Very aggressive schedule but AT&T wants to push the limit per their interest and visibility.

#	Name	Begin	Original End	Rev. End	Task Status
14	Phase 2 Complete	10/30/12	10/30/12		Not Started
15	Phase 3 Survey and Data Collection	1/1/13	4/30/13		Not Started
16	Phase 3 Design and Review	5/1/13	7/31/13		Not Started
17	Phase 3 Construction and Installation	6/3/13	9/30/13		Not Started
18	Phase 3 On-air Optimization	9/2/13	10/31/13		Not Started
19	Phase 3 Complete	10/31/13	10/31/13		Not Started
20	Project Review and Close-out	11/1/13	12/2/13		Not Started

IST
Information Services and Technology

502 OI: Identity Life Cycle Management Discovery

Last Update
4/21/11
8:13:48 AM

	Timeline Status	Scope Status	Budget Status	Sponsor Status
Current				

Project Information

MIT creates, maintains and uses electronic 'Identity' within the community. This project is to understand how it works in general and document 'flow'. This effort will also attempt to develop common definition for MIT electronic 'Identity' to use as well as potential future functionalities. If appropriate, an evolving plan will be developed for FY12/FY13 activities/projects.

Core Team

Project Manager	Project Sponsor
	Mark Silis

IS&T Organizational Dependencies

Dependencies	Handoffs
AS, ES, DM, SE, CS, OI, Admin	OI

Key Dates

	Original	Revised
Start Date	12/1/10	12/1/10
End Date	6/29/12	6/29/12

Top Issues and Risks for the Project

Issues Owner Current Status

Risks Impact Probability

Project Budget and Forecasts

Budget	Estimated Expenses	Estimated Labor Cost	Total Actual Labor Cost
0	0	0	0

Key Milestones and Deliverables

#	Name	Begin	Original End	Rev. End	Task Status
1	Interview IS&T personnel to understand the existing Identity environment	12/1/10	1/31/11	1/31/11	Completed
2	Create and validate Identity Life Cycle flow chart	1/3/11	2/28/11	2/28/11	Completed
3	Identity Life Cycle Flow Chart Drafted	2/28/11	2/28/11		Overdue
4	Brainstorm vision and functionalities within IS&T	3/1/11	5/31/11		In Progress
5	Develop definition and scope for Identity Life Cycle Management	4/1/11	6/30/11		In Progress
6	Review progress with IS&T Sr Staff	6/30/11	6/30/11		Not Started
7	Develop vision and evolving end state	8/1/11	10/28/11		Not Started
8	Create solution plan	10/3/11	3/30/12		Not Started
9	Develop plan for budget and resources for FY13 projects/ activities	11/1/11	6/29/12		Not Started

Scope Status

Budget/Resources Status

Sponsor Relationship Status

Project Timeline Status

IST Information Services and Technology

494 OI: Unity Transition

	Timeline Status	Scope Status	Budget Status	Sponsor Status
Current				

Last Update Prepare 4/25/11 8:45:20 AM

Project Information

The project encompasses migrating the MIT Community from legacy Octel and current iPeria and Sylantro users to the new Cisco Unity service for phone and voicemail.

Core Team

Project Manager	Project Sponsor
Dennis Baron	Mark Silis

IS&T Organizational Dependencies

Dependencies	Handoffs
SE, CS, OI	CS, OI

Key Dates

	Original	Revised
Start Date	1/3/11	1/3/11
End Date	6/30/11	8/31/11

Top Issues and Risks for the Project

Issues Owner Current Status

Risks Impact Probability

Project Budget and Forecasts

Budget	Estimated Expenses	Estimated Labor Cost	Total Actual Labor Cost
0	0	0	0

Key Milestones and Deliverables

#	Name	Begin	Original End	Rev. End	Task Status
1	Install Servers	1/3/11	2/28/11	1/3/11	Completed
2	System Integration	2/1/11	2/28/11	2/1/11	Completed
3	Pilot with 5ESS User	3/1/11	3/31/11		Overdue
4	Documentation and Training	2/1/11	3/31/11		Overdue
5	Provisioning Integration	3/1/11	3/31/11		Overdue
6	Email Integration	3/1/11	3/31/11		Overdue
7	5ESS Transitions	4/1/11	6/30/11		In Progress
8	OpenSER Transitions	7/1/11	7/29/11		Not Started
9	Sylantro Transitions	5/2/11	8/31/11		Not Started

Scope Status

Budget/Resources Status

Sponsor Relationship Status

Project Timeline Status

Transition from Iperia not expected to be completed until FY12Q1.

482 SE: IS&T Website Redesign and Service Catalog

Execute & Control

Last Update 4/22/11 3:30:28 PM

	Timeline Status	Scope Status	Budget Status	Sponsor Status
Current	🟨	🟨	🟨	🟩

Project Information

IS&T Website Redesign and Service Catalog

Project Summary

The IS&T Website Redesign and Service Catalog Project team will hire someone to redesign and develop templates for our website and service catalog in Drupal. The purpose of the site is to help the MIT community understand, get, and use IS&T services. The website will also help to expand the IS&T brand that promotes MIT's commitment to excellence. IS&T is a service organization. Our website's look and feel should embody and directly reflect our mission of service provider and our vision of making IT easy for our customers and ourselves. It should support our vision of self-service. It should reflect the major themes of automation, mobility, simplification, de-customization, and removing pain points. The site's look and feel/design should focus on "What members of the MIT community want from IS&T." The site design should revolve around the service catalog.

Core Team

Project Manager	Project Sponsor
Rich Murphy	Marilyn T. Smith & Barbara Goguen

IS&T Organizational Dependencies

Dependencies	Handoffs
SE, CS	SE, CS

Key Dates

	Original	Revised
Start Date	11/1/10	11/1/10
End Date	7/31/11	12/29/11

Top Issues and Risks for the Project

Issues	Owner	Current Status
4 of 6 design firms have declined to respond primarily due to the implementation date. We extended the deadline and sent the RFP out to 4 additional firms.		Complete
A scope change was approved to included expanded user interviews and to make a recommendation on the content location for "How to" content. This resulted in a budget increase of $4,500.		Complete
We have had issues with scheduling interview sessions with Faculty and Students. Oliver Thomas gracefully suggested we reach out to the Faculty Liaison group.		In Progress

Risks	Impact	Probability
Budget resources	Medium	Medium
Time line may be in jeopardy based on feedback from	Medium	Medium

Project Budget and Forecasts

Budget	Estimated Expenses	Estimated Labor Cost	Total Actual Labor Cost
$125,000.00	0	0	0

Key Milestones and Deliverables

#	Name	Begin	Original End	Rev. End	Task Status
1	Project Start	11/1/10	11/1/10	11/1/10	Completed
2	Define Steering Committee	12/1/10	12/1/10	12/1/10	Completed
3	Project kickoff with Steering Committee	1/27/11	1/27/11	1/27/11	Completed
4	Define Service Catalog	12/13/10	12/13/10	12/13/10	Completed
5	Create/ Update Service Catalog	1/3/11	1/3/11	4/22/11	Completed
6	RFP out to design firms	12/6/10	12/6/10	12/6/10	Completed
7	RFP back from design firms	1/14/11	1/14/11	1/14/11	Completed
8	Design firm selection	1/28/11	3/31/11	3/31/11	Completed
9	Complete all requirement gathering meetings	4/4/11	4/29/11		In Progress
10	Present and review creative brief	4/22/11	5/4/11		Not Started

Scope Status

Scope was increased to include analysis of the best location for "How To" and "User Generated" content.

Budget/Resources Status

Moth Design submitted a proposal $85,500. There has been a subsequent increase in scope and budget of $4,500. Bringing the total vendor cost to $90,000. I feel we are still within the original estimate of $125,000 which includes IS&T personnel time.

Sponsor Relationship Status

Project Timeline Status

We have extended the time line to accommodate the additional user interview sessions and to answer the "How to" content question.

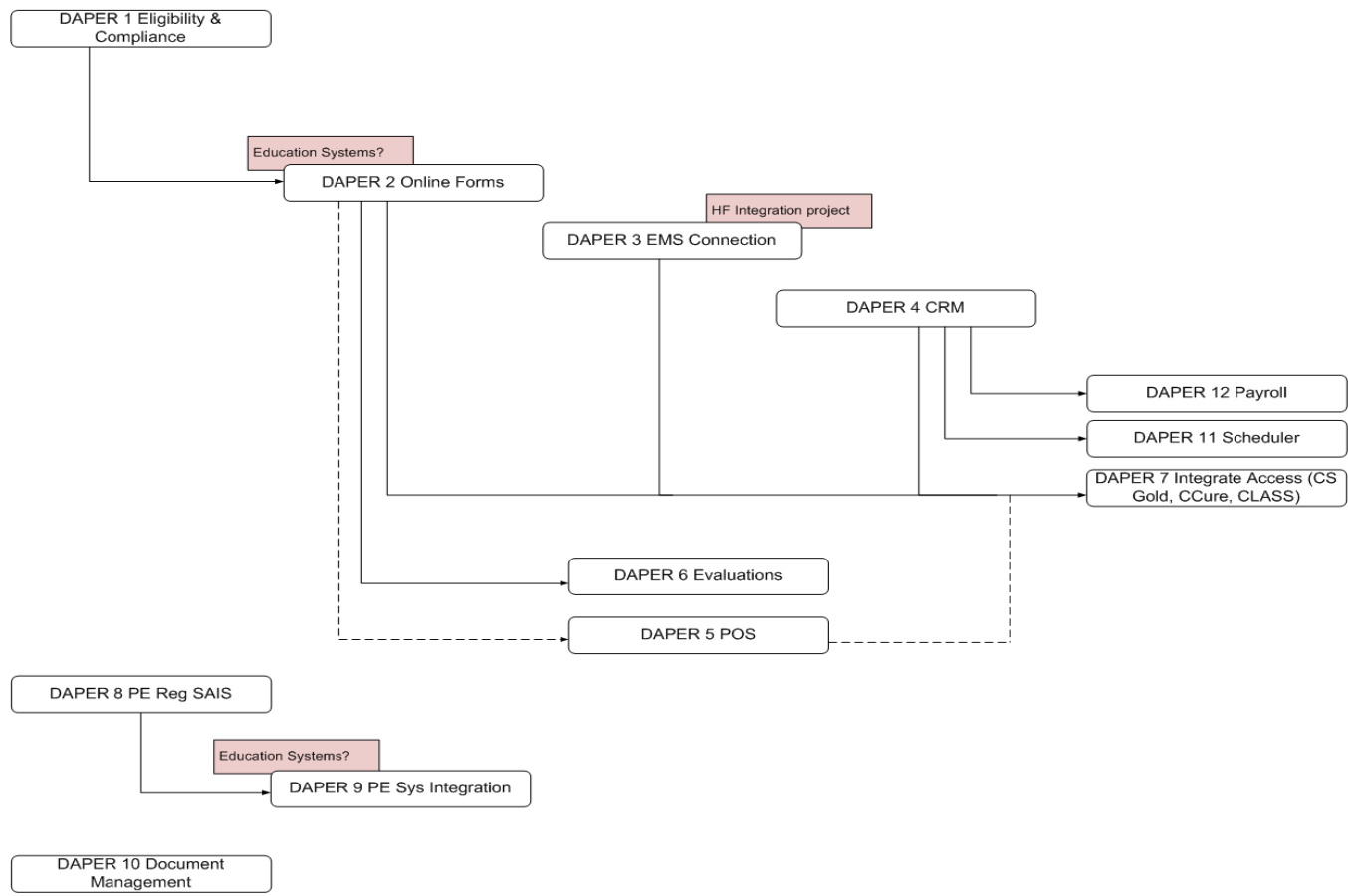| #	Name	Begin	Original End	Rev. End	Task Status
	and personas				
11	Sign off on personas	5/12/11	5/12/11		Not Started
12	Present sitemap and homepage wireframes	4/29/11	5/25/11		Not Started
13	Test wireframes in usability lab	5/25/11	6/1/11		Not Started
14	R01: Design	6/22/11	6/22/11		Not Started
15	R01: Design Feedback	6/23/11	6/23/11		Not Started
16	R02: Design	6/27/11	7/13/11		Not Started
17	R02: Usability	7/14/11	7/20/11		Not Started
18	R03: Design	8/10/11	8/10/11		Not Started
19	R03: Design Feedback	8/10/11	8/12/11		Not Started
20	R04: Final for review	8/12/11	8/24/11		Not Started
21	R04: Final Edits	8/24/11	8/26/11		Not Started
22	Final Design for sign off	9/8/11	9/8/11		Not Started
23	Sign Off	9/8/11	9/8/11		Not Started
24	Style Guide Delivered	9/8/11	9/12/11		Not Started
25	Development begins	9/12/11	11/16/11		Not Started
26	User Testing/ Training	11/17/11	12/8/11		Not Started
27	Content Load/Data Migration	12/9/11	12/28/11		Not Started
28	Site Launches	12/29/11	12/29/11		Not Started

MIT DAPER Systems
In a Nutshell

The DAPER constellation of systems and processes, with a focus on NCAA Eligibility & Compliance

Summary: DAPER Systems Integration

- John McDonald, DSL, made contact with DCAD in May 2010 with a request for business systems analysis.

- Analysis kickoff: June 2010. Result: twelve projects intended to simplify student and staff interactions between the multiple DAPER administration groups.

- Project themes:

  o Centralize data management

  o Streamline and consolidate duplicative processes

  o Go paperless

DAPER Systems & Process Interactions -- DRAFT

Massachusetts Institute of Technology

Myra Hope Eskridge, 2010
Page 3

# DAPER Projects: Dependencies

DAPER Projects

1. **NCAA Eligibility & Compliance** – Upgrade or replace the existing FM5 Eligibility and Compliance database.

2. **Online Forms** - Facilitate student online forms submission for DAPER, Athletics, and MIT Medical workflow.

3. **EMS Connection** - Simplify facilities scheduling and integrate with Rec, P.E., and Athletic systems.

4. **Contact Relationship Management (CRM)** - Integrate DAPER "people" data, including team roster, compliance, and facilities.

5. **Point of Sale** - Streamline Point of Sale payment processing.

DAPER Projects, continued

6. **Evaluations** - Simplify and centralize all Program Evaluations processing.

7. **Integrate Access** (CSGold, CCure, etc.) with memberships

8. **PE Reg SAIS** – complete the slated enhancements to PE Reg

9. **PE Systems Integration** – integrate the PE Reg and PE Plan databases

10. **Document Management** – store documentation for all systems and processes, including contracts, procedure manuals, and correspondence.

11. **Scheduler** - Centralize (where possible) the staff meeting schedulers.

12. **Payroll** - Centralize (where possible) the multiple payroll systems in use at DAPER

Project #1

- NCAA Eligibility & Compliance
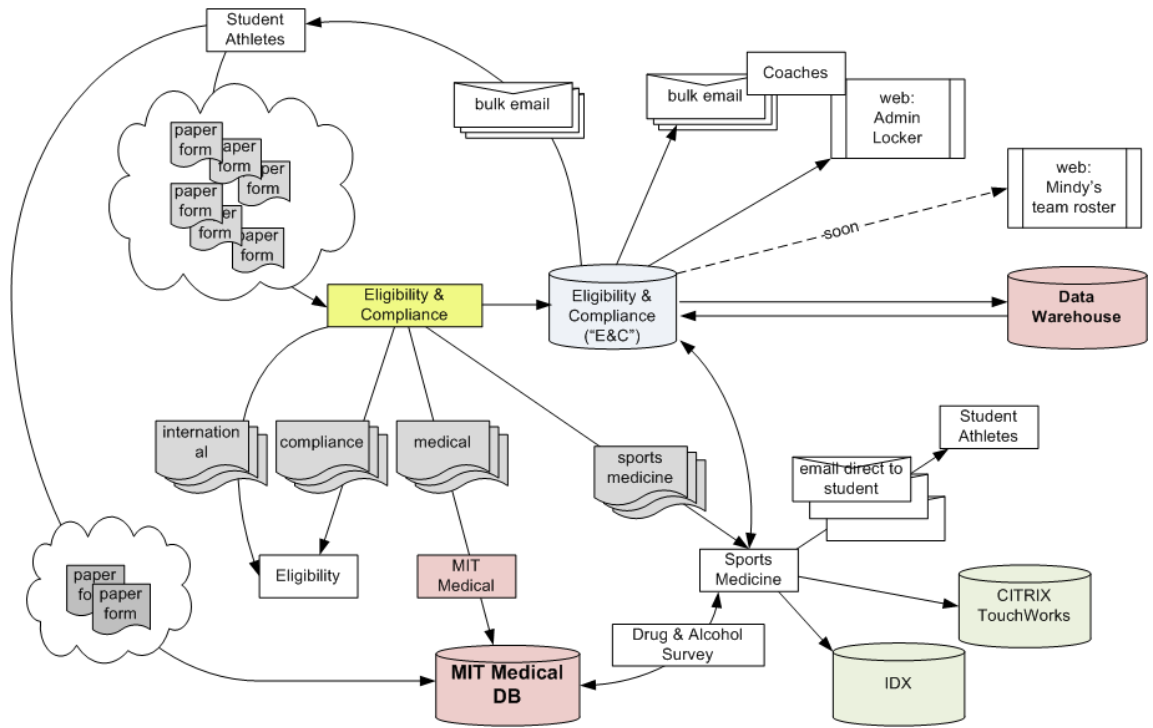
MIT NCAA Eligibility & Compliance, in a nutshell

- MIT E&C ensures that MIT maintains its Div-I and Div-III varsity classifications.

- Team: John Benedick, team lead and head of DAPER Men's Athletics; and Sonia Raman, Compliance reporting officer and coach for Women's Basketball.

- Process: The team tracks and reports on student medical status and academic standing using data from the students themselves, and from Admissions and the Registrar through the Data Warehouse.

Project Driver

- Eligibility & Compliance was subject to an NCAA audit in 2010. As a result, DAPER must take steps to better control data processing.

- In 2011, a 3rd-party compliance consultant gathered representatives from DAPER, the Registrar, Financial Aid, and Admissions to assess progress against the audit. The consultant report is expected at the end of April.

Project Strategy

Short term:

      Fix and upgrade the current FileMaker 5 system (target end of FY2011)

      Gather requirements

Long term:

      Investigate 3rd-party solutions to replace the system (target beginning of FY2012)

Goal: Gap analysis + decision (target beginning of FY2012)

Changing Scope

- In the recent meeting, the consultant stated that at peer institutions, Eligibility & Compliance is an enterprise concern where the Registrar, Admissions, and Financial Aid offices collaborate on systematic improvements in data flow.

- Representatives from the Registrar's office have begun attending vendor discovery meetings.

- The DAPER project is changing. Its scope is growing from department-specific to enterprise – and out of scope for DCAD project management.

Risks of Delays

- Constantly updating business processes require monitoring and re-baselining

- Teams in need are conducting their own individual vendor searches

- Requests for project funding and resources may impact other projects across dependencies

Recommendation

- Implement a new NCAA Eligibility & compliance solution at the enterprise level.

- Structure a DAPER Systems project team around a central IS&T owner

Next Steps

- Agree on appropriate representation and structure for the project team

- Socialize that agreement, and details of the project in process, to the relevant parties within IS&T, DAPER, and stakeholder departments

- Secure the project team

- Transition project ownership from DCAD to the new team, with DCAD support