Information Services and Technology (IS&T)
FY08 Q3 Report
For the months of January 2008 – March 2008

Distributed July 9, 2008

Office of the Vice President for Information Services and Technology:
Jerrold Grochow, Vice President for Information Services and Technology
Christine Meholic, Director of Student and Administrative Information Systems
Don Montabana, Director of Client Support Services
Theresa Regan, Director of Operations and Infrastructure Services
Wilson D’Souza, Director of Infrastructure Software Development and Architecture
Jesse Simone, Director of Human Resources
Angie Milonas, Director of Finance and Administration

David Segaloff, Special Assistant to the Vice President
Christine Fitzgerald, Manager of Strategic Communication
Steve Winig, Manager of Relationship Management and Project Management Programs
# Table of Contents

I. OFFICE OF THE VICE PRESIDENT ........................................................................................................... - 3 -  
II. STUDENT AND ADMINISTRATIVE INFORMATION SYSTEMS Q3 .................................................... - 10 -  
III. CLIENT SUPPORT SERVICES ................................................................................................................. 14  
IV. OPERATIONS AND INFRASTRUCTURE SERVICES .............................................................................. 28  
V. INFRASTRUCTURE SOFTWARE DEVELOPMENT AND ARCHITECTURE ............................................. 35  
IS&T FINANCIALS ........................................................................................................................................... 38
I. Office of the Vice President

The major focus of IS&T leadership during Q3 FY08 was the key role played in coordinating and completing the production of an IT related capital plan as part of the larger effort initiated by the office of the Executive Vice President.

IS&T also hosted our first ever “Services Trade Show” Community Forum on February 13. This forum consisted of a brief presentation focused on FY09 key strategic initiatives (Quick Pages and VMWare) followed by the “services fair” featuring MITvoip telephony, next-generation mobile devices, the Stellar course management system, the Thalia image management system, and many other IS&T offerings.

After an extensive search, IS&T welcomed Jesse Simone as the new Director of Human Resources.

Other Q3 accomplishments:

Relationship Management:
The Relationship managers advise the customers of available IS&T services and other options. They bring key IS&T individuals and customers to the table to explore options and identify solutions. In addition, they identify opportunities for future IS&T services. The Relationship management team provides comprehensive management of the IS&T/client relationship by coordinating cross-functional IS&T activities for customer. The connections they forge with their customers enables them to learn about customers’ IT initiatives to help influence their direction. They act as a resource for customers who don’t know the appropriate contact for IS&T services and channels activities to the appropriate operational and service teams.

Accomplishments for Q3 2008:

- MIT community engagement (selected examples)
  - Continued liaison work with existing clients
  - Complete SSSC assessment and presented findings and recommendations to sponsors and the committee
  - Established relationship with Office of the Dean for Graduate Education
  - Engaged by the MIT Museum regarding the Museum without Walls project. Piloting a secondary RM model for the MIT Museum.
  - Helped coordinate IS&T VP presentation to MIT Medical Senior Staff and attended meeting
  - Invited by EH&S to participate in an Emergency Communications Project.
  - Invited to CBI’s Transforming Biomedical Innovation lecture series

- Established Client – IS&T connections (selected examples)
  - Connected the MIT Press and the Center for Real Estate with the Merchant Services team to move their online commerce offerings to a PCI compliant solution
  - Connected the MIT Press with OIS to discuss new e-mail and calendaring offerings
  - Connect MIT Medical with IS&T’s server co-location services
  - Facilitated 3 meetings involving Data Warehouse team and 3 DUE departments to discuss their data needs and corresponding DW services
  - Facilitated the introduction of DAPER to Thalia and QuickPages personnel
  - Connected PSFC with experienced network engineers to inform their Network Segmentation Project
  - Connected CSAIL with VoIP Transition Manager and key technical subject matter experts in IS&T

- Specific collaboration efforts with IS&T (selected examples)
  - Continued RM integration with IS&T directorates by inviting service providers to RM team meetings to discuss the service, client feedback, strategic direction, etc.
• ISDA Business Manager, Content and Collaboration Services, Back-Up Services, Server and Enterprise Systems Operations, Athena Faces Program, Communications
  o Engaged by CSS to facilitate customer focus group to gather HERMES requirements
  o Requested by Registrar to determine how IS&T can help to improve the MIT transcript delivery process and associated technology. Facilitated several meetings involving SAIS and ISDA to scope project and determine next steps. Transitioned ownership to SAIS.
  o Continued participation on VOIP project team. Facilitated session to refine deployment process and identify lessons learned from Sloan transition. Helped plan VOIP Advisory Board meeting.
  o Facilitated kick-off meeting for Libraries’ VOIP transition.
  o Residential Network Wiring with DSL/Housing
  o Partner with ISDA and SAIS to finalize systems’ health criteria definition for MIT Capital Plan project
  o Working with IS&T’s HR team, facilitated the creation of an HR calendar
  o Transitioned ongoing construction and renovation support to OIS: Sloan School, NW35, the Cancer Research Center, and the new Media Lab.

• Specific collaborations outside of MIT
  o Engaged by Learning Tree International to participate in the development and review of a new class entitled: Relationship Management for IT Professionals.
    http://www.learningtree.com/courses/902.htm
  o Continued collaborating with other universities and industry programs via the Relationship/Account Management Community of Practice to share best practices and lessons learned. The Community of Practice includes Bose, Stanford, Cornell, and MIT. A separate, local, CoP has been created with Bose, Eaton Vance, Endeca, and MIT

• Communications and other projects
  o Developed and published an IS&T Services Usage matrix to illustrate clients’ use of published IS&T products and services.
  o Presented the quarterly RM Update to VP staff to discuss RM clients and review new service opportunities
  o Presented the results from the RM external client survey to VP staff
  o Conducted a survey of IS&T Leaders on their work with the Relationship Management Program

Strategic Communications

The IS&T Communications team is a group of three: Manager of Strategic Communications, a Communications Officer and the News Editor. The primary purpose of Information Services and Technology (IS&T) Strategic Communications is to create a unified identity for the organization; increase the visibility of our products and services; and promote our presence inside and outside of the MIT community. Considering the scope of IS&T’s responsibilities, often accomplished within a framework of limited resources, effective communications -- both internal and external -- are key to our success.

Implementing a coordinated and integrated approach to conveying clear, consistent, and timely information across IS&T, will ultimately maximize our resources, minimize duplication, and support the flow of information in various directions. With the proper branding (logo and messages), coordination, and quality control of our communications efforts, clients will gain a clearer understanding of our organization, and the services provided by IS&T. We will establish a community presence for IS&T, and our identity will be reinforced with every point of contact.

Our work is supported and driven by all of the seven IS&T Strategic Themes but aligns most closely with -- communication - improving the flow of information throughout IS&T and the MIT community, engaging clients and colleagues in a dialog about IT needs and priorities, increasing the visibility and benefits of IT services, creating the identity of IS&T as an effective service organization.

Accomplishments for Q3 2008:
Communications and Outreach Consortium – planned for and held 2nd meeting on March 26 at the Boston Consortium headquarters at Olin College.

Events/Outreach – Coordinated, planned and hosted IS&T 1st ever ‘services trade show’ Community Forum on February 13. The event included 10 services tables including DITR/AdminIT, MITvoip, DCAD, Mobile Devices, Stellar, MIT Wiki, Thalia, Colocation/TSM Backup, IT Security, Training and IT Energy. The event was very well received and included collaboration from across the IS&T organization. Planned for and hosted All Hands meeting on April 9 with a focus on HR and computing as it relates to Research. Professor Bolek Wyslouch was the guest speaker and our internal presentations were related to the MIT Regional Network and data centers in support of research. Began outreach and planning for Athena 25th Anniversary event.

Communication Plans -- engaged and worked with all areas of IS&T on communication plans for major projects and also for various software release efforts. Q3 focused on plans around VoIP (ongoing – implemented full welcome packets including laminated voice mail cards; quick cards, brochures and welcome letters using the newly designed folders); Mobile Devices; IT Energy (ongoing); Thalia (usability testing), VMWare (PR with outreach firm), PE Registration (advice on communication messages); DITR and IT Security.

Print Media/Brochures/Newsletters – Produced January/February IS&T Newsletter for MIT Community; and began production of March/April IS&T Newsletter in the new IS&T design template which entailed making changes to enable the template, graphics and color palette to work well for the newsletter. Produced three Digitalk columns.

Projects – Web Content Management (WCM) and IS&T Website – continued to work with team to review requirements and recommendations for a WCM for the IS&T website; Print Branding project – completed the project with delivery of templates for brochures, posters, postcards, folders etc. and had a tutorial of templates with the design firm; Internal Newsletter: produced 2 pilot editions of the newsletter for feedback from a select group of IS&T staff; IS&T/MIT Signage: completed signage for phase I of the Athena Clusters; and Electronic IS&T newsletter: continued research on what other MIT publications are doing for electronic newsletters and developed project plan (on Hold until launch of IS&T website).

IT Surveys – worked with the Director of Finance to complete and submit the Educause Core Data Survey.

HR Director search – participated in interviewing of finalists for the HR Director position.

Professional Development – as MIT’s Institutional Representative for NERCOMP attended the annual conference from March 10-12 in Providence, RI.

Performance Appraisals – launched PA process for the Communications team; outlining dates for input, self-appraisals, PA discussions and goals discussions. Held initial discussions in April.

IT Energy @MIT Initiative

- Developed and presented IAP session on the Greening of IT at MIT
- Completed N42 energy use baseline with UROP
- N42: lighting, occupancy, temperature, kWhr. and occupant surveying set up completed with MIT Building Technology program PhD student of Prof. Leon Glicksman
- Met with Gillian Lockwood, Director of Enterprise Policy and Architecture Information Technology Division, Commonwealth of Massachusetts, to share Green IT work done at MIT
- Gave a presentation on Energy Insights for Communications Choices and participated in panel discussion at MIT Publishing Services Bureau workshop: A Vertable Feast
- Wrote monthly IS&T newsletter Computer Currents columns and updated it energy@mit initiative web content
- Explored potential for using Linux based high performance computer at MIT with vendor SciCortex.
- Worked with Sarah Foote on article in News@MIT Sloan March3, 2008 Issue
- Provided Google Climate Savers Computing Initiative slides on the Greening of IT at MIT for an IT conference at The Dubai Women’s College
• Prepared material for Annual IS&T Community Forum Services Trade show
• Campus Energy Task Force
  o Attended monthly Campus Energy Task Force meetings
  o Created content for Campus Energy Projects page
  o Supported Energy Futures Week Campus Energy Showcase Activity
• Behavior Change Sub Group
  o Working on Athena printing behavior change
• High Performance Computing Center – Concept Team
  o Joined Concept team and presented technical options for power and cooling at kick off meeting
  o Developed high level and detailed questions for reference sites
  o Developed a short list of reference sites with Cosantinos Evangelinos and Jeremy Kepner
  o Arranged site visit to APC Data Center in Billerica and prepared report
  o Arranged for presentation by HP and EYP on technical design options
  o Created team wiki
  o Assisted George Stepahns with process for UL listing
  o Joined John Dunbar in meeting with visiting Princeton Facilities team to understand HPC at Princeton
  o Worked with Cosantinos Evangelinos of EAPS to develop list of reference sites
  o Discussed Renewable Energy incentives with Jon Abe of the Massachusetts Renewable Energy Trust

High Performance Computer Center (HPCC)
  • Launched HPCC Concept Team and developed plans to evaluate alternatives. Secured funding sources for the conceptual work. Western Massachusetts locations would be reviewed for less expensive cost of electricity and increased green source of power. Began the process of engaging consultants to do conceptual design evaluations. Visited reference sites.
  • PII Program
  • Completed establishment and staffing of a new institute-wide PII Program. Presentation was made to Audit Committee. Reached out to community to build awareness including IAP sessions.
  • Cisco Tele-presence
  • Coordinated meetings and discussions on Cisco’s Telepresence system and MIT’s potential implementation. Finalized the terms of donations and requirements for support. Final decision as to who at MIT would host is to be made in April.
  • IT Policies, Security
  • Defined roles and processes related to policy development. Developed draft policies including User Accounts Policy, User Accounts Password Policy, DHCP Usage Logs Policy.

IT-SPARCC
  • Reviewed progress on Student System Vision project
  • Reviewed progress and issues on e-mail and calendaring project
  • Reviewed MIT IT Capital Plan
  • Reviewed Personally Identifying Information program

VoIP Initiative
  • Deployments (~ 1000 lines)
    o Completed Sloan School of Management (except for E60 and E53 whose infrastructure cannot support VoIP)
    o Libraries (Building 14)
    o Human Resources (E19, Building 16)
    o W20,W31,W33
• SHASS Deans Office
• E40 (Energy, Operations Research)

• Community Outreach
  o DLC training/demos (6)
  o IT Partners presentation
  o Article in IS&T newsletter
  o VoIP Advisory Board Meeting

• Process and Documentation
  o On-line tutorials posted
  o Additional print/web documentation for end-users
  o Documentation for non-IS&T tier 1 support
  o Interview with Education Technology Magazine

• Feature Enhancements
  o Prioritization from VoIP Advisory Board
  o Work begun on softclient integration

Goals for the Remainder of FY 2008

Relationship Management
• Publish results from the RM Client Survey and RM IS&T Leaders Survey
• Interview and hire a new Relationship Manager
• Present the quarterly RM Update to VP staff to discuss RM clients and review new service opportunities
• Continue conducting cross-directorate IS&T focus group to discuss integration of RM function within IS&T and to receive feedback on the program
• Continue to partner with OIS on construction and renovation projects
• Continue to manage established DLC relationships
• Assess existing client portfolios and outstanding client universe to determine opportunities for additional engagements by June 2008
• Continue to facilitate strategic conversations between IS&T and DLCs as needed
• Promote early awareness of new IS&T services and projects to DLCs
• Continue integration of RM function within IS&T
• Communicate RM efforts across IS&T
• IS&T staff continues to proactively engage relationship managers on strategic level projects and for high-level issue resolution
• Continue supporting development of relevant IS&T resource materials as collateral
• Continue evolving metrics to measure the success of the RM program
• Continue evolving the Relationship/Account Management Communities of Practice to enable ongoing collaboration among universities and industry programs in order to effectively evolve our program

Project Management
• Facilitated the implementation of the VP Staff project portfolio review process which included the roll-out of a one page project snapshot and director summary across all IS&T functional areas
• Partnered with the IS&T functional areas to define and begin to implement the organizational rollout of the project and portfolio management system, PPM6
• Appointed to facilitate the Cross Directorate Project Planning Initiative
• Continued providing PM consulting to existing projects, including but not limited to:
  • Several IS&T Big Initiative Proposals, Converged email and calendaring, VoIP, Client Support Services Organization, and Vista release project
  • Collaborated with members of multiple IS&T functional areas to define system health criteria. The criteria was utilized by all participants in the MIT IT Capital Plan Project
• Continued transitioning responsibility for project management methodology adoption to the IS&T functional areas
• Identified a project management contact in a majority of the IS&T functional areas
• Continued to share the methodology, checklists, and templates with other MIT departments, higher-ed institutions, and interested companies

Strategic Communications
• Plan for IT Communications and Outreach consortium meeting scheduled for June 17 at the Boston Consortium headquarters at Olin College.
• NERCOMP – As Institutional representative engage IT staff at MIT to develop SIG conference topics for the coming year and attend the SIG Masters planning meeting on May 22.
• IS&T Internal Newsletter Project – led by Communications Officer – launch 1st edition of Inside IS&T on April 1 with subsequent issues due on April 15 and then two in May and one additional one in June.
• is&t Newsletter – led by the is&t newsletter editor -- produce March/April and May/June editions using the new design and layout.
• Communication Plans – project communication plans for Q4 FY08 some include – VoIP (ongoing – creation of new web interface quick card and continue to reprint/restock materials for rollout); Thalia (get ready for June rollout); Email/Calendaring project (develop plan based on project plan), DITR (Altiris handouts for clients); IT Security (begin planning campaign for Cybersecurity Awareness in October, IT Energy (survey at IT Partners, comic strips in The Tech etc.); Infinite Mile Awards (assist in email announcements, produce posters and postcards to enhance awareness, participate on selection committee and assist with BBQ event for set-up, clean-up and photography on May 22) and Back-to-School (prepare folders using the new design templates and assist in rollout and outreach plans).
• Events/Outreach – begin planning for All Hands meeting in October; plan, coordinate and host Athena 25th Anniversary celebration (June 20) including core team coordination, give-a-ways, presentation/speakers, venue, catering, invitations and other logistics.
• Signage – finalize phase II of Athena Cluster signage/branding.
• Training – submit application for Boston Consortium’s Susan Vogt Leadership Fellows program.
• Email Management – present proposal for improved management of both broadcast email messages to the community and also email sent to the is&t maillist helping to reduce “spam” type messages.
• Other – participate as volunteer in 2008 Commencement ceremonies; coordinate space and PR for Microsoft’s Digital Dorm to come to MIT on April 28; work with Bruce Moulton on gathering data related to Business Continuity and Disaster Recovery for IS&T services and continue work with IS&T Website and CMS development including participating in usability testing of the Drupal content management system.

IT Energy @MIT Initiative
• Support Energy Week activities – April 10-11
• Participate in Eco Expo and Earth Day event with an IT energy table at Stata Complex
• Help promote Principles for Promoting Institutional & Personal Behavior Change document being developed by the Behavior Change sub-group of the Campus Energy Task Force
• Monitor and analyze data on N42 occupancy based building control with PhD student
• Partner with Anne Silvester to co-ordinate Virtualization efforts of IS&T directorates and calculate energy savings
• Assist Jeremy Kepner in setting up Holyoke Gas and Electric as an SAP vendor
• Manage HPCC Team wiki
• Work with Allison Parisi to develop cost model for HPCC

IT-SPARCC
• Issue IT-SPARCC Recommendations for Student System Vision project
• Issue IT-SPARCC Recommendations for e-mail and calendaring project
• Review progress of HPCC concept project

VoIP Initiative
• Deployments (~1500 lines)
  o Building 32 (CSAIL, LIDS, etc.)
  o Alumni (W98)
  o Chemistry
  o E48 (MIT Press, MITMNCO)

• Continued Community Outreach
  o Publish campus roll-out plan
  o VoIP advisory board meeting
  o DLC training/demos
II. Student and Administrative Information Systems Q3

EXECUTIVE SUMMARY

In follow-up to the twenty-six workshops that took place during Q2, the Student System Vision project hosted End-to-End Workshops and validated major Vision themes and business processes. An ERP Package Technical Assessment was completed and 1st round reviews began on a Final Report. A Student Survey, as well as a sample assessment of Academic Departments’ student system needs that might potentially be met by a central system, were also conducted. Decisions about technical exclusions from the ERP Vendor Assessment process will be proposed to JM Grochow by April 18, 2008. The VISION team also provided substantial support to DUE for its Visiting Committee presentation.

UA Phase III concluded development and user testing for both Transfer functionality and Reply Study, and development of a print version of E3 Card was finished. Plans are underway to launch Stargate Transfer functionality during the upcoming quarter, as well as the development, testing and launch of Fall Travel Extract Data and Accessibility Changes.

The Admissions team supported Application-through-Regular-Action reading and decisions, and released Regular Action decisions online. 1,554 students—or a record-low 11.6 percent of 13,396 applicants—were admitted to the Class of 2012. [This represents an 8 percent increase in the number of applications from last year.] A Power Builder rewrite was finished, and 50% of the Spring Search email and letter campaign was done. Goals for the next quarter include switching Undergraduate Admissions online applications to utilize a new Cybersource credit card system.

The SAP ITS to Java Migration converted Student Activity Financial Office [SAFO] reports from SAP ITS to Java on Oracle Application Server (OAS) and nearly completed the conversion of financial Web applications to OAS. Q4 targets include migrating SAPweb NetWeaver applications, Display Purchase Order and Generate Requisition, to OAS, and migrating the remaining 2 ECAT vendors (Airgas, Ambit) off “SAPweb Classic” and onto new java architecture. The SAIS Infrastructure team decommissioned the test database server known as seavault, completed set up and configuration of Oracle Portal Server, worked extensively with OIS on a wide variety of key initiatives, provided database support for new projects, and completed multiple database refreshes on development and test tiers.

The Merchant Services Implementation project realized significant progress, including preliminary definition of an ongoing support model and launch of a credit card processing website [http://web.mit.edu/chargemit/]. Trustwave was selected as SAQ/Scan Vendor and 43 Merchants were engaged on PCI Compliant Solution. Plans are underway to go live with all remaining merchants in Q4.

SMART—the Singapore MIT Alliance for Research & Technology—Phase 1 [SAP financial processes in foreign currency] was implemented and, pending resolution of priority HR Payroll issues, Phase 2 will be implemented during June 2008.

Wendy Bastos was named QA Manager, and Rich Murphy joined SAIS as Team Lead for the Internet Design & Development Team. With the appointment of Jesse Simone as Director of IS&T Human Resources, Christine Meholic will transition out of her role as Mentoring HR Director. Annual performance appraisals are underway and final calibrations for salary reviews/recommendations will be determined by April 30, 2008.
SAIS Metrics – FY08 Q3 (January – March 2008)

**Projects Completed in Quarter**
- Emergency Messaging – Student Cell #s
- Admissions to Financial Aid Coding
- UROP Phase 3
- ECAT Vendor Migration
- Macintosh SAPgui 7.10 Release
- IXOS Client Viewer Upgrade for Vista
- Annual Salary Review
- Online Goods Receipt

**Projects Started in Quarter**
- Sophomore Exploratory Subject
- HASS-D Lottery
- DSL Judicial Case Management
- PowerFaids Upgrade
- EHS Training Reports to Java
- Graduate Appointments (Web Grad Aid)
- EHS Inspections Application Update
III. Client Support Services

EXECUTIVE SUMMARY
Q3FY08 continued to challenge us with balancing increasing customer demands (in number and availability of services) counterbalanced by fixed human resources. We spent significant time this quarter (and will continue into Q4) reviewing in detail each CSS line of business to develop appropriate metrics, rationalize costs, as well as identifying improvement opportunities in process efficiency, etc. This has allowed us to uncover process issues, whether broken or missing, that will take some time to reconstitute.

The following report outlines both what was accomplished during Q3 as well as some of the individual challenges the respective CSS units faced during this period. There were some singularly noteworthy achievements this past quarter, among them:

Details for each CSS line of business follow below:

Computing Help Desk report Q3 FY2008
Compiled and submitted by Barb Goguen and Oliver Thomas

Accomplishments

- Conducted Help Desk off-site to assess how well we are functioning as a team, how to continue to improve results, discuss new HD organization, and develop a list of near-term projects to implement.
- Implemented changes to eOn configuration to allow direct routing to business help experts – completed.
- Began formalization of process for managing follow-up to client feedback that falls outside the norm, by routing feedback to RT queue and implementing standard queue management practices.
- Began a team-wide move to wireless headsets that facilitate doing work hours on the phone both in the call center and at our desks in support of our clients.
- Prepared for rollout of limited support for Blackberry World Edition.
- Preparing to roll-out support for VMware by exploring its use, and identifying potential issues for the client community.
- Worked with OIS to fix Windows ISO download issue to enable it to download and install properly on Leopard machines running virtual environment.
- Formalized Help Desk improvement project with buy-in from VP of IS&T.
- Implemented modified team structure in Help Desk to establish more subject matter focused teams, starting with Email and Network.
- Completed license agreement, purchase, and configuration of Bomgar for use by Help Desk and DITR. Trained HD staff, documented procedures in HD wiki and began using to provide improved service options to our clients.
- Addressed lots of staffing changes in hardware repair:
  - Larry Egan retirement
  - Yang Gu transition to DCAD
  - Dan Armendariz departure
  - Lucas Villada departure
  - Jacob Ronald hire and training
  - Russell Dumas hire and training
- Presented at Boston Consortium meeting on our knowledge centered support approach to help as well as what's new at MIT in terms of IT services targeted at students.
- Completed transition of VIP help to DITR.
- Completed space improvements in hardware/software repair Service Center.
- Conducted annual user account deactivation.
- Prepared to support Leopard and Office 2008 Mac.
- Completed User Accounts policy with ITSS.
- Worked with OIS to add owner and expiration capability for user accounts to Moira.
- Continued development of tier 2 VoIP process, support documentation, soft phone testing, etc.
- Taught IT101 IAP class for ILG officers and network contacts.
- Helped shepherd approval of ILG network upgrades (donor funded).
- Conducted wireless surveys in problem dormitories.
- Conducted two ACCORDiacs (academic computing partners) workshops.
- Developed hardware (laptop) recommendations for Sloan spring students with STS.
- Rolled out support for new Stellar features.
- Rolled out provisioning support for wikis.mit.edu.
- Support for new ECAT3 punch-out vendors (GovConnection, Apple, and Dell).

**Challenges**

- Trying to encourage Athena 10 release in time for fall semester.
- Athena Strategy, starting with changes in public printing will likely change the way we support and can troubleshoot printing around campus.
- Next generation wireless infrastructure changes and any support issues that may cause.
- Rapid new VLAN deployments to accommodate VoIP rollout; wireless VLAN will change network configuration and troubleshooting for much of campus.
- Dynamic DNS to allow consistent host names across subnets may begin to pilot soon.
- Vista SP1 and Windows XP SP3 support demands.
- Thalia support is expected to gradually grow.
- QuickPages coming in the fall is expected to be used by a large population.
- Hermes will change the way in which we share information with our clients, and the way in which our clients seek assistance.
- On-going resources required for a comprehensive knowledge management strategy are currently not accounted for.
- Change in Apple reseller agreement will mean less money to support our Apple marketing and support efforts.
- Email/Calendaring new directions with MS Exchange Server will involve a lot of customer guidance and assistance; multiple environments will add to complexity and possibility for confusion.
- Additional vendors moving to the Ecat3 portal means more users running into some of the user interface issues.
- Fall Readiness kicks into high gear with preview weekend, back to school recommended hardware decisions.
- Will be updating Fall Readiness podcasts, will need to somehow use existing resources.
- Implementation of direct routing to Business Help agents at the Help Desk will change our allocation of staff resources.
- Improving VoIP support issue escalations within CSS, as well as implementing broader staff training will take some time and effort.
- Approval of ILG network upgrades will lead to increasing demands for IT services at ILGs, whether VoIP, Athena, printing, etc.
- VMware rollout will continue to impact support and complexity across the board; community beginning to look at VMware as substitute for Citrix and other, simpler but less powerful services
Work to Do Next

- Staff up contact center via new contact center professional.
- Push adoption of ACD across more groups (poss. Telephone Customer Support) for more consistent user experience.
- Continue development of expert VoIP documentation and processes with CSRs, Elliot.
- Integrate Athena Consultants into Contact Center.
- Implement projects developed at CHD off-site to refine processes, notifications, and expert groups.
- Continue to work on Hermes project to deliver better knowledge management and contact routing tools.

DITR report Q3 FY2008
Compiled and submitted by Chris Lavallee from data provided by the DITR Team Leads

AdminIT Program (Chuck King)

In the third quarter FY2008, the AdminIT Program completed 224 Preventative Maintenance (PM) visits covering 12 DLC’s. This marks the highest single quarter totals in the Program’s history. Pat Connelly, Brad Chaffey, and Chuck King worked very hard this quarter in order to reach this mark.

Accomplishments
- We now provide preventative maintenance visits to over 55 DLC’s and over 850 Computers.
- 12 DLC’s received PM visits in Q3: 12 - Spectroscopy Lab, MIBR, IS&T, CDO, GSC, News Office, Provost, CEE, PCLM, GSO, Chemistry and B&CS.
- In addition to preventative maintenance visits, the AdminIT Program continues to provide regular IT support to its customers
  - This quarter, over 40 on-site visits were made to various clients that needed technical support and assistance, 20 of which were billable Short Term Service Level Agreements.
- Chuck is working with Rob Smyser on analysis with regard to AdminIT visits and the subsequent decline in Helpdesk calls from that DLC.
- Towards the end of the quarter we enhanced our RT queue with new drop down menus to more effectively track the different types of visits we do: PM, Machine Upgrades, and short term SLAs.
- Remote Management: BOMGAR was effectively implemented throughout DITR and the MIT Computing Helpdesk for remote support for clients around MIT.
- In Q3, CSS has used Bomgar 125 times to provide remote assistance to clients.
- The Altiris Pilot Project was launched on March 3rd. The Pilot will run from March 3 to April 14th. We are working with several areas to participate in the Pilot with us including DITR, TSS, GSO, Sloan and PCLM.

Challenges
- We are at full capacity with the number of DLC’s we can accept into the Program with the current staffing levels.
- With over 850 machines to try to get to twice per year, it will be nearly impossible to complete 1700 visits in a year.
The AdminIT staff is often called upon by their clients to provide technology support that falls outside of the scope of the Preventative Maintenance visit.

Work to do next

- We understand that more efficient processes are needed and will work towards creating and implementing those processes going forward.
- Communications will also need to improve so that we don’t alienate any single participating Department.
- An AdminIT Program Breakfast Meeting will be scheduled in Q3.
- Remote Management: Continue to increase the use of BOMGAR for remote support for clients.
- Upon successful completion of the Altiris Pilot Project, expand the use of the Altiris technology inventory management suite to more DLCs that we support.

Selected Metrics

- Brad Chaffey – 87 PM’s completed (Brad’s personal best to date)
- Pat Connelly – 83 PM’s completed (this was Pat’s first full quarter with DITR…very impressive)
- Chuck King – 45 PM’s completed
- Greg Walton – 8 PM’s completed

Admin Desktop Renewal Program (Brian Campbell)

In the third quarter FY2008, the Admin Desktop Renewal Program completed 210 deployments throughout the university community.

Accomplishments

- Completed 210 deployments throughout the university community.
- Admin Desktop Renewal Program Total Deployments: 210
  - Apple Imac Desktop: 34
  - Apple PowerBook Laptop: 10
  - Dell Optiplex Desktop: 112
  - Dell Laptop: 43
  - Dell PowerEdge Servers: 0
  - Dell Printers: 11

Challenges

- There are currently three separate systems in use for the purchasing, deployment, tracking, and billing phases of the process.
- The interaction between these systems is, at present, completely manual and reliant on human interaction and handoffs.
- The current administrative processes are overly complex and manual, with too many single points of failures.

Work to do next

- We understand that more efficient processes are needed and will work towards creating and implementing those processes going forward.
- Communications will also need to improve so that issues are not missed.
- A new FileMaker database is in the process of being finalized that will bring together two of the three parts of the process. It will also standardize and more fully automate the data feed to the final part of the process.
- Potential benefits of Altiris for this process will also be investigated.
DITR Plus (Pat Curtis)

The third quarter FY08 saw the creation of a new team, DITR+ (Departmental IT Resources Plus), dedicated to the support of the senior Institute officers and their administrative staff. The new premium level client support provided by the team of three full time staff members will offer enhanced on site technical support for these offices.

Accomplishments:

- **December 2007 thru January 2008** – Began transition from existing VIP Help (John Hose, Barbara Johnson, Mark Van Dyke) to DITR-PLUS (Pat Curtis, Michael Bryan, Jessica Smith)
  - Pat and Michael were transitioned from normal DITR support, while Jess was a new hire in late December.
- **February 1, 2008** – The new DITR+ team assumed full support of clients with occasional consulting assistance from VIP Help.
  - The office was set up, along with all of the supporting operational communications tools (new RT queue, new phone number, and new mailing list).
  - We also started introduction into an expanded client base. (General Counsel, Associate Provosts, etc.)
  - Continued the “Thursday Rounds’ practice started with the former VIP support, but there is also daily contact with client base – especially when issues arise.
- **April 2, 2008** – The new DITR Manager, Chris Lavallee, formally announced the DITR+ team was to the clients.

Challenges:

- Consistently maintaining the high level of customer service and response that is expected of this team by the clients during the days when the team may be short staffed due to vacation, training, or illness.
- The server hardware and environment has not been optimal. The analysis and remediation needs to take place while not interrupting the daily work of the clients.

Work to do next:

- Backups are running via Retrospect on older hardware. New hardware has been purchased to allow the backups to continue while more stable and longer term options are examined.
- Other servers are housed in an office in 7-203 in a room not designed for server operation/performance. Co-location options are being explored.
- Maintain the high level of customer service and response that is expected of this team by the clients.

Selected Metrics:

- At present, the DITR-PLUS RT queue has handled 225 tickets since it’s inception mid January.
  - 138 Resolved (some minor redundancy)
  - 67 New
  - 19 Open
  - 1 Waiting
  - This doesn’t include many calls to “stop by when you get a chance” or multiple visits on the same tickets (updated when possible).

SLA Program (Hans Dietrich)
In the third quarter FY2008, we have seen an increase in activity for this group. We have seen the addition of new long term SLAs, as well as a significant increase in the amount of short term SLA work the team is completing.

**Accomplishments:**

- Two new consultants were added to the team, Andrew Munchbach (from Apple, Inc) and Brian Bulmer (from Harvard University). Both have settled into their roles extremely well and are well respected by their customers.
- Two team members were selected for the new DITR+ team.
- Despite the challenges listed below, the SLA team has assisted the community with over 100 hours of short term SLA work in Q3.
- There are 29 Service Level Agreements, of these, 3 are for servers. Two SLAs (OCW & Sea Grant) moved with an ex employee who went private. Total SLA hours per week are 252 plus 6 hours for server administration.
- Two new SLAs totaling 12 hours and two new server agreements have been signed at the end of Q3 for the beginning of Q4

**Challenges:**

- The current staffing model does not adequately consider some of the other important tasks taken on by the SLA team members (i.e. project work, administrative work, training, vacation, etc) that require time away from the contract work. This often leaves the team short at capacity or occasionally short handed.
- The current staffing model also does not take into account the flexibility and agility needed to take on the often unpredictable short term SLA work.
- The current rate model also does not adequately consider some of the other important tasks taken on by the SLA team members (i.e. project work, administrative work, training, vacation, etc) that require time away from the contract work. This often creates a shortfall of funding.

**Work to do next:**

- We understand that more efficient processes are needed and will work towards creating and implementing those processes going forward.
- Continue gathering the data and metrics needed to analyze the current staffing and rate models – adjustments will then be proposed as needed.

**Athena Clusters and Laptop Loaner Program (Brian Murphy and John Guy)**

**Accomplishments:**

- Primary accomplishment this past quarter was to remove old workstations from the Clusters and DLC and replace with New Dell workstations. The remaining work and issues are due to pending changes regarding inventory and on hand stock.
- This quarter the Cluster Team has deployed and or upgraded 7 public cluster machines and 18 DLC Athena Machines.
- We have deactivated and disposed of 48 old workstations and its associated hardware.
- We have been instrumental in the move and support of the new OEIT private cluster (M1-142).
- W20-575 – Network upgrade cutover has been completed. This has enabled faster machines response in the Win-Athena environment and W20-575 area. The previous 10 megabit service in the W20-575 area prevented upgrades and Installs to the Win-Athena workstations and poor responses to the Cluster workstations. The upgrade (1Gigabit) to all ports has provided a greater response to the W20-575 area, however taking advantage of this speed depends on the workstations Ethernet card and its associated hardware.
- A donation of 1 retired workstation was made to a thankful Robert Forget at the Department of Nuclear Science & Engineering.
The laptop loaner program provided laptops to courses and various individual seminar requests and events over Q3.

Challenges:
- Personnel changes within Installation/Spaces initially required four support staff. This issue has not been resolved. With myself included, we are two with one temp.
- E51-075 – The renovation and conversion work is in its infancy, progress is slow at the moment.

Work to do next:
- Hiring a temporary backfill staff member for John Guy while he backfills for Brian who is currently on military leave.
- There remain many older Quickstation machines in public/private areas to be upgraded they are pending.
- E51-075 - After the renovation is complete and the re-configuration of the room has been done, we plan to continue upgrading the older workstations.

Software Services report Q3 FY2008
Compiled and submitted by Jon Hunt

We have had a very busy quarter releasing numerous software products, working on release projects and big initiatives and exploring new titles to license on behalf of MIT. We have invested heavily in engaging with the community through the focus groups and participation in projects.

Accomplishments
- Virex 8.6 Release Project Completed
- TSM 5.5 Release Project Completed
- SAPgui 7.10 rev 12 Release Project Completed
- iPhone Release Project Completed
- IXOS/Open Text Viewer 9.5 Release Project Completed
- Mac OS X 10.5 Leopard Release Project Completed
- OpenAFS 1.4.6 for Linux Release Project Completed
- Blackberry 8330 World Edition Release Project Completed
- SPSS Site License Negotiated and Distribution Site Launched.
- Launched Microsoft Office 2008 Release Project
- Launched VMWare Release Project
- Launched Vista SP1 & XP SP3 Release Project
- Made progress on Mobile Information Services and Software Distribution and Licensing Big Initiatives.
- Hosted 2nd Software Focus Group, this one on Software Funding
- Worked with IS&T Website Redesign Team on the Software Grid
- Trained a temporary replacement for Tommy Smith who is also handling VSLS Billing which is current
- Continued working with OIS on future of iPass planning
- Began exploring a TotalView Parallel Debugger license
- Setup MIT Software Licensing wiki (https://wikis.mit.edu/confluence/display/mitsw/Home) to provide DLCs with a place to share information with each other about licenses they have or are interested in pursuing.
- Adapted to Mathworks new Activation Model to keep the MatLab distributions functioning.
- Working with OIS, launched the VMware download site.
Challenges

- Agreement on the final stages of the Supporting WIN.MIT.EDU Project was held up due to lack of resources/communication. We expect to complete the project in early April now that all the pieces are finally aligned.
- We continue to lack ownership within IS&T around the support for the use of Mathematical applications such as Mathematica, Maple and MatLab that are crucial to academic and research areas.
- Mathworks, without sufficient notice, changed the technical way that MatLab licenses are issued this quarter. The change, while it will be beneficial in the long run for MIT, has required VSL to revamp how we distribute MatLab software and licenses. We have been working closely with Mathworks and were able to avoid any customer disruptions, but it has taken a considerable amount of time away from other activities.
- Limitation on existing Mobile Device resources prevent us from meeting current customer demand for first line support that SWRT is providing.
- Getting timely information about service changes and plans from other groups such as OIS and ISDA continues to be a challenge. As an example, the Jabber service was recently upgraded and even though repeated requests for information were made, no notification of this change in service was provided.
- The wireless network in N42 does not perform well during the business day. With so many folks using laptops, the performance of the network needs to be improved to maintain productivity of the staff.

Work to Do Next

- Participate heavily in the IS&T Email/Calendaring Project
- Hopefully identify an available subject matter expert and launch Dreamweaver CS3 Release Project
- Launch AdiumX Release Project
- Launch SecureCRT/FX 6.x Release Project
- Begin Back-to-school preparation
- Facilitate Certificate renewal
- Work with OIS on the future of iPassConnect or comparable remote connectivity service
- Take over distribution of Stata through the Stata Grad Plan from the Department of Economics
- Prepare for Annual MatLab Renewal which will happen in June.
- Fill the Software Distribution Assistant position.
- Begin process of team restructuring within Software Services to provide better support for the staff, coverage and communications.

Training, Consulting and Publishing report Q3 FY2008
Compiled and submitted by Jane White

TCP has a number of important achievements in this third quarter, which are listed below. This has also been a period of significant staffing change, marked by the departure of Pubs Team Lead Carol Wood, and the announcements of the pending departures of TCP Manager Jane White and DCAD member Amon Horne. Mark Wiklund, former Technical Writer on the Pubs Team, took on the role of Team Lead on February 1 and has been doing a terrific job so far. Replacements for Amon and Jane are still pending. Yang Gu also joined the DCAD team in late March, filling the position previously left vacant by Areth Foster-Webster.
Accomplishments

- The Training Team offered Microsoft Certified Vista training on campus for IT professionals at MIT
- The Training Team’s Curriculum Review Process was selected as a topic for the NERCOMP Training Best Processes conference and presented by Kate Kibbee and Kevin James in January
- Departmental Consulting and Application Development (DCAD) posted its largest quarterly revenue so far
- Key DCAD projects for the period include the migration of ITinfo; the MIT Medical GetFit Challenge; Student Vision; Credit Card Processing @ MIT; the MIT Energy Initiative; MIT World; and Community Giving
- The ATIC Lab held its annual Adaptive Technology Open House for the public on January 30 -- 26 people attended
- ATIC renewed cooperation with the MIT Libraries to ensure ADA workstations in the Libraries are up to date and serving the needs of library patrons with disabilities
- In collaboration with ISDA, the Pubs Team completed the evaluation of several Content Management System publishing tool packages and selected Drupal for probable implementation
- TCP team participated in support activities for Merchant Services, COEUS Premium, Student Services Vision, Vista, MAC O/S, and Mobile Communication releases

Challenges

- Staffing: we have positions open in DCAD (2), Pubs and the team Manager
- The volume of work continues to be a challenge for all teams
- Communication about new IS&T projects and the timely involvement of TCP staff is still inconsistent and results in difficulty assigning resources

Work to Do Next

- Hiring and transitions related to open positions
- Refine DCAD resource and cost model for FY09 based on data collected in Q1 & Q2 of FY08
- Validate priority focus on the CMS implementation and the IS&T Site Redesign
- Build CMS implementation and migration plan

ITSS report Q3 FY2008
Compiled and submitted by Tim McGovern

Accomplishments

- Completed notification of all 2nd offenders of Copyright Infringement policy/status
- Clarified process for moving forward with 3rd offenders
- Convened kickoff meeting of Data Incident Response Team
- Reviewed complete history of MIT data incidents with DIRT
- Completed IS&T policies for DHCP Usage Logs, User Accounts and Account Passwords
- Completed initial work to put emerging policies on web
- Completed establishment of cross-MIT web sites for Protecting Sensitive Information and Copyright
- Offered Qstarts for Security Awareness [M: how many, and how many attendees?]  
- Completed hiring of Mike Halsall
- Presented/assisted coordination of HR pilot New Manager Training program
- Continued support for OGC e-discovery / imaging efforts
- Detected and followed up on one sensitive data incident (did not require us to convene DIRT)
- Completed design of new security web site
- Published is&t articles and 10 weekly IS&T Security-FYI newsletters
- Support for VP IS&T and DSL in sending Spring Term letter to students on copyright
Adopted VMware/server for ITSS technical infrastructure
Developed and co-presented two IAP sessions on Protecting Sensitive Information
Coordinated IS&T response to phishing/email scams

Missed Opportunities
Leveraging systematic leveraging of Flow Monitor, although occasional use has proven useful
Making better progress on future technical directions
Writing a good portion of new content for new security website
Implementing daily updates of DMCA Referrals Q for repeat infringers process
Clarifying dynamic network registration polices, e.g., auto-expiration
Establishing reliable, guaranteed 24-hour response on security incidents
Providing better guidance to victims of security incidents
Bringing better problem definition focus to the "encryption"technology debates

Obstacles
Tyranny of the inbox
Prioritization of myriad mission elements, projects and interrupts
Philosophical differences about record keeping vis-a-vis accountability for online behavior

Challenges
Explaining copyright reality to students, staff and faculty
Negotiating boundaries of ITSS and local departmental autonomy
Getting faculty and research staff (grad students) to take ownership of their local computer environments
Incorporating REN-ISAC reports into our normal workflow

Work to Do Next
Complete content for IS&T Security web site
Complete plan (and republication) of IT Security brochure(s)
Complete first round of IS&T policies, at least to the VP Staff level
Implement automatic processing of 5 day response requirement for copyright infringement notices
Finalize Copyright course material for repeat infringers (and other venues, perhaps)
Complete plan for future technical security directions strategy
Complete IT Security components of Fall Readiness, particular emphasis on new faculty and new graduate students in research labs
Complete plan for Security Awareness Month (October 2008)

Telephone Client Support report Q3 FY2008
Compiled and submitted by Jana Tarasenko

Accomplishments
Implemented the Proxy methodology into the TNIS Billing system. First production run, including SAP feed, was done in February as expected. Continued work closely with Angy Milonas on data adjustments as they come from DLCs.
Continued Tier 1 support for VoIP telephones in addition to traditional phones.
Continue VoIP training sessions twice a week with Dennis Baron.
CSRs provided on site client support after transition for Sloan and Resource Development.
Challenges

- Challenges are the same as in the 2nd quarter.

Selected Metrics

- Generated 560 trouble tickets for ISDN/Analog phones.
- Processed about 225 VoIP requests as 1st tier support.
- Processed 1941 service orders for MAC work, including 352 transitions from ISDN/analog to VoIP service.
Accomplishments

- Conducted “Line of Business” analysis meetings with seven teams in CSS. Building a robust business process portfolio for Hardware / Software Service Center, with the intention of linking operational transactions in RT with financial transactions in SAP.
- DCAD team has been oriented to Daptiv, and a DCAD Project Type is instantiated. Converting data for 186 projects from dotProject to Daptiv is underway.

Challenges

- Surprisingly difficult to implant meaningful cross-reference numbers from RT into SAP DTRs. It is possible with Journal Vouchers but only a minority of cases are paid with that method.
- Better analysis of client service processes requires the RT-to-Data-Warehouse project to finish. With Steve Turner going mostly to SAIS it is not clear there is the necessary impetus in place to make it so.

Work to Do Next

- Recapitulate the business process portfolio for another CSS line of business with significant revenue.
- Work with Mark Wiklund and Darlene Fladager to fully represent the Pubs operation in Daptiv, with complete time allocation, including staff time on cross-directorate projects and those internal to the team.

Remarks on Selected Metrics

- The helpdesk has recovered in the eyes of its customers from the satisfaction issues of Q2. Overall satisfaction is steadily at goal for each of the three months of the quarter.
- DCAD is doing quite well in increasing its customer base and the number of clients compared to last year. This is a sustained again across FY08.
- In cases by category, Hardware category once again tops the list of Help Desk cases created. Email and Network, which had been top categories in FY07, are in decline relative to last year, compared to previous quarters. The increase in hardware cases may reflect the fragility of laptops compared to desktops.
- There is a marked uptick in the consumption of IS&T self-help web pages. As the web site conversion project is on hold, this increase is likely to be real, not an artifact of the web page review process.
- The DITR business seems to be retrenching a bit, with some clients switching to local staff hired away from the DITR team.
- Telephone repairs are down significantly over a year ago. It’s unclear what portion of the ISDN and Analog numbers represent new equipment. We are working with the VoIP team to identify VoIP repair requests. The hope is that repairs will continue to decrease as VoIP proliferates across campus.
Training Offered and Taken

<table>
<thead>
<tr>
<th>Training Classes Offered</th>
<th>FY07 Q3</th>
<th>FY08 Q3</th>
<th>+ %</th>
</tr>
</thead>
<tbody>
<tr>
<td>All MIT Providers</td>
<td>191</td>
<td>181</td>
<td>-5</td>
</tr>
<tr>
<td>IS&amp;T only</td>
<td>67</td>
<td>91</td>
<td>36</td>
</tr>
<tr>
<td>IS&amp;T %</td>
<td>35%</td>
<td>50%</td>
<td>44</td>
</tr>
</tbody>
</table>

| Seats Filled             | All MIT Providers | 1480 | 1395 | -6 |
| IS&T only                | 439      | 629   | 43 |
| IS&T %                   | 30%      | 45%   | 50 |

% Seats Filled of those Offered

| All MIT Providers        | 0.4 | 42% | -23 |
| IS&T only                | 0.7 | 52% | -23 |

Client Satisfaction with Hands-On Training Classes

<table>
<thead>
<tr>
<th>FY07 Q3</th>
<th>FY08 Q3</th>
<th>+ %</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.9</td>
<td>4.9</td>
<td>0</td>
</tr>
</tbody>
</table>

Software License CD Distribution

<table>
<thead>
<tr>
<th>FY07 Q3</th>
<th>FY08 Q3</th>
<th>+ %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Client Satisfaction with VSLS</td>
<td>4.72</td>
<td>4.62</td>
</tr>
<tr>
<td>VLSL Distribution Requests</td>
<td>693</td>
<td>967</td>
</tr>
<tr>
<td>SWRT Product Releases</td>
<td>7</td>
<td>5</td>
</tr>
</tbody>
</table>

DCAD

<table>
<thead>
<tr>
<th>FY07 Q3</th>
<th>FY08 Q3</th>
<th>+ %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active DCAD projects</td>
<td>54</td>
<td>186</td>
</tr>
<tr>
<td>New clients this Qtr</td>
<td>25</td>
<td>50</td>
</tr>
<tr>
<td>MIT Usability tests</td>
<td>14</td>
<td>19</td>
</tr>
</tbody>
</table>

ITSS

<table>
<thead>
<tr>
<th>FY07 Q3</th>
<th>FY08 Q3</th>
<th>+ %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net-Security Cases</td>
<td>251</td>
<td>308</td>
</tr>
<tr>
<td>Stop-IT Cases, all kinds</td>
<td>43</td>
<td>15</td>
</tr>
<tr>
<td>DMCA cases, all kinds</td>
<td>927</td>
<td>503</td>
</tr>
</tbody>
</table>

On-Campus Platform and Browser Share

Browser Utilization Across MIT Campus

<table>
<thead>
<tr>
<th>Browser</th>
<th>FY08 Q3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Firefox</td>
<td>888,482</td>
</tr>
<tr>
<td>IE</td>
<td>617,814</td>
</tr>
<tr>
<td>Mozilla</td>
<td>338</td>
</tr>
<tr>
<td>Netscape</td>
<td>26,971</td>
</tr>
<tr>
<td>Opera</td>
<td>940</td>
</tr>
<tr>
<td>Safari</td>
<td>220,309</td>
</tr>
<tr>
<td>Other</td>
<td>484</td>
</tr>
</tbody>
</table>

Market Share by Hardware Platform

<table>
<thead>
<tr>
<th>FY07 Q3</th>
<th>FY08 Q3</th>
<th>+ %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Windows</td>
<td>72%</td>
<td>63%</td>
</tr>
<tr>
<td>Macintosh</td>
<td>19%</td>
<td>27%</td>
</tr>
<tr>
<td>Linux</td>
<td>6%</td>
<td>7%</td>
</tr>
<tr>
<td>Other</td>
<td>3%</td>
<td>3%</td>
</tr>
</tbody>
</table>

Self-Help Web Page Utilization

<table>
<thead>
<tr>
<th>FY07 Q3</th>
<th>FY08 Q3</th>
<th>+ %</th>
</tr>
</thead>
<tbody>
<tr>
<td>ITINFO, hits from mit-only</td>
<td>55733</td>
<td>81408</td>
</tr>
<tr>
<td>OLC Answers, hits from mit-only</td>
<td>8738</td>
<td>68601</td>
</tr>
<tr>
<td>IST, hits from mit-only</td>
<td>160658</td>
<td>223518</td>
</tr>
</tbody>
</table>

Top Topics FY08 Q3 % of total

1. selfhelp | 52030 | 14 |
2. certificates | 25478 | 12 |
3. ist | 22548 | 8 |
4. email | 14268 | 4 |
5. software | 7250 | 2 |

Software Web Downloads

<table>
<thead>
<tr>
<th>FY07 Q3</th>
<th>FY08 Q3</th>
<th>+ %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Web Software Downloads</td>
<td>36,720</td>
<td>31,307</td>
</tr>
<tr>
<td>Available Titles</td>
<td>32</td>
<td>34</td>
</tr>
</tbody>
</table>

DITR

<table>
<thead>
<tr>
<th>FY07 Q3</th>
<th>FY08 Q3</th>
<th>+ %</th>
</tr>
</thead>
<tbody>
<tr>
<td>N of SLA Clients</td>
<td>38</td>
<td>29</td>
</tr>
<tr>
<td>Admin Desktop Deployments</td>
<td>230</td>
<td>155</td>
</tr>
<tr>
<td>AdminIT Visits</td>
<td>176</td>
<td>126</td>
</tr>
</tbody>
</table>

Deployments

<table>
<thead>
<tr>
<th>FY07 Q3</th>
<th>FY08 Q3</th>
<th>FY08 Q4</th>
<th>FY08 Q1</th>
<th>FY08 Q2</th>
<th>FY08 Q3</th>
</tr>
</thead>
<tbody>
<tr>
<td>230</td>
<td>122</td>
<td>316</td>
<td>155</td>
<td>210</td>
<td></td>
</tr>
</tbody>
</table>

ATIC

<table>
<thead>
<tr>
<th>FY07 Q3</th>
<th>FY08 Q3</th>
<th>+ %</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Clients this Qtr</td>
<td>42</td>
<td>37</td>
</tr>
<tr>
<td>Total Consultations</td>
<td>76</td>
<td>74</td>
</tr>
<tr>
<td>RSI Consultations</td>
<td>55</td>
<td>36</td>
</tr>
<tr>
<td>Web/Software Reviews</td>
<td>34</td>
<td>29</td>
</tr>
</tbody>
</table>

Traditional Telephony

<table>
<thead>
<tr>
<th>FY07 Q3</th>
<th>FY08 Q3</th>
<th>+ %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Audio Bridge Reservations</td>
<td>2443</td>
<td>2,196</td>
</tr>
<tr>
<td>Telephone Repairs</td>
<td>711</td>
<td>560</td>
</tr>
<tr>
<td>% using Name Connector</td>
<td>67%</td>
<td>60%</td>
</tr>
<tr>
<td>Analog and ISDN orders</td>
<td>448</td>
<td>1,589</td>
</tr>
<tr>
<td>VoIP Transition orders</td>
<td>309</td>
<td>352</td>
</tr>
</tbody>
</table>

CSS Self Assessment Efforts

<table>
<thead>
<tr>
<th>FY07 Q3</th>
<th>FY08 Q3</th>
<th>+ %</th>
</tr>
</thead>
<tbody>
<tr>
<td>w/ Client Sat Surveys</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>w/ Process Dashboards</td>
<td>9</td>
<td>15</td>
</tr>
</tbody>
</table>
IV. Operations and Infrastructure Services

EXECUTIVE SUMMARY

This past quarter saw the completion of a busy and exciting year for Operations and Infrastructure Services and IS&T, and a variety of new opportunities and challenges as we turn the calendar ahead to 2009. We welcomed Anne Silvester to the organization as the new manager for server and enterprise systems operations, and she has quickly immersed herself in the MIT environment and learning about its great many talents and diversities. This past quarter also saw the departure of Joanne Hallisey after a storied career at MIT spanning over 15 years, and we would like to thank Joanne for her contributions throughout her tenure and wish her the utmost success in her endeavors beyond MIT.

OIS completed the installation and implementation of the MIT regional optical network spanning Boston, New York City and Baltimore. This represents the culmination of a multi-year effort that began back in March of 2006 with the acquisition of dark fiber from Level3 and uniquely positions MIT’s research and education initiatives for the future. The coming months will see the initial connections to the optical network bring high-speed connectivity to the LNS CMS Tier II project and also provide high-speed connections to the National Lambda Rail (NLR) and Energy Sciences Network (ESnet) for all of MIT. This network will be MIT’s first operated and maintained network beyond our local Cambridge boundaries and will be a new learning experience as we develop our processes and procedures for supporting this network at a distance, and these experiences will prove invaluable as we build our expertise in remote operations for sites such as Baltimore.

Finally this quarter MIT continued to develop and enhance its data center strategy, supporting MIT’s academic, administrative and research computing needs. This past December MIT completed negotiations for the acquisition of 3500 sq/ft of data center space at Markley’s One Summer St facility in downtown Boston. This lease represents the completion of an intense series of negotiations and discussions that spanned the MIT administration’s executive leadership and IS&T. This facility is expected to become available for services beginning in July of 2008 and will allow for the relocation of a substantial portion of the enterprise services currently located in W91, thereby freeing up additional space in our W91 facility for additional HPC and collocation customers. There will be a significant build out effort in the coming months in order to prepare the facility for our occupation in July, but we look forward with anticipation to the opportunity to develop a new data center location to help better support MIT’s diverse computing needs.

Q3 Accomplishments by Program

Ongoing Operations Program

- Maintained and operated the MIT network, campus backbone and infrastructure services
- Monitor network equipment daily and repair failures as appropriate – ongoing. (TNIS)
- Maintain and operate the W91 and E40 Data Centers (including production jobs for administrative clients) supporting enterprise and co-location servers. (DOST)
  - Installed additional non-HPC servers

Support for Major Building Projects Program
**Major Building Projects** - Provide the MIT campus with timely and dependable delivery of network installations and infrastructure, including maintenance and upgrades via professional, cross-functional collaboration. (TNIS, Telephony, NIST, Cable TV, Network Strategies)

**Accomplishments**
- NW35: Work is ongoing to provide telecommunications and network services for new residence hall, NW35, expected date of completion is Aug. 1, 2008 (TNIS)
- Work is ongoing to provide telecommunications and network services for Ashdown (W1) renovation by August 1, 2010 (TNIS)
- Cancer Research Center (76): Work is ongoing to provide telecommunications and network services for new Cancer Research Center - completion date December 2010 (TNIS)
- Sloan (E60): A plan was implemented to provide temporary tel/data service to the building around the Sloan construction lot. Expected date of completion spring/summer 2009.
- Media Lab Expansion (E14): Work is ongoing to provide telecommunications and network services for new Media Lab Expansion. Expect construction to begin in February 2007 and complete in summer 2009. (TNIS)
- New Sloan School Facility (E62): Work is ongoing to provide telecommunications and network services for new Cancer Research Center - completion date Summer 2010 (TNIS)
- Support additional unscheduled large projects. (TNIS)
  - 600 Memorial Drive (W98) - A plan was developed and agreed upon to provide a duct bank to the building at some point in the future. Space inside the building was acquired.
  - FSILG Upgrades of 40 Facilities in Cambridge/Boston area.

**Campus Network Program**

**Campus Network** - Become a trusted partner with the community by providing ongoing support for IT products and services that have transitioned from design, development or pilot status into operations.) A robust wired network is still required: streaming media, multi-cast, high-speed requirements, and backbone for wireless network.

**Accomplishments:**

<table>
<thead>
<tr>
<th></th>
<th>Oct-07</th>
<th>Nov-07</th>
<th>Dec-07</th>
<th>Q2 Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jacks Installed @ rate</td>
<td>158</td>
<td>41</td>
<td>285</td>
<td>484</td>
</tr>
<tr>
<td>Labor Hours @ rate</td>
<td>0</td>
<td>60</td>
<td>24</td>
<td>84</td>
</tr>
<tr>
<td>MITnet Activations @ rate</td>
<td>242</td>
<td>333</td>
<td>358</td>
<td>933</td>
</tr>
<tr>
<td>Resolved Tickets</td>
<td>194</td>
<td>183</td>
<td>121</td>
<td>498</td>
</tr>
<tr>
<td>Open Tickets</td>
<td>9</td>
<td>14</td>
<td>43</td>
<td>66</td>
</tr>
</tbody>
</table>

Total of 66 open from before Q2

- Evaluation of next generation wireless (WiMax) (NIST, TNIS)
  - Replace and/or upgrade 1/3 of the existing 2,480 wireless access points (APs).
  - Replace and/or upgrade 1/3 of the existing 820 wireless APs in residence halls.
- Work is planned to complete the upgrade to 60 additional TDCRs, approximately 5 in each of 15 buildings, by June 30, 2008. (TNIS)
  - Design/Engineering Phase: Building 12, Building 10, Building 54
  - Completed Renewals: Building E28
- Complete work on Facilities CRSP project portfolio by June 30, 2008. (TNIS) The list as of January 2007 has over 100 projects. The following projects are underway:
  - 5-021 Complete
- 5-207 Completed
- 7-021 Completed
- 7-133 Completed
- 48 Lab space Completed
- 320 Charles Street Wireless; To be completed Feb 1st 2008
- Sloan Field Office
- 12-102 Completed
- 26-2nd floor Completed
- 238 Main Street Reno
- 13-2nd floor lab’s
- 66-5th floor lab’s
- 10-250 renovation
- NW17-2nd floor renovation
- Wireless request-project in NE80

- Create MIT Regional Optical Network. (Lighting Dark Fiber connection to New York and Baltimore) (NIST)
  - Completed the installation of Nortel optical gear at approximately 25 locations throughout the northeast.
  - Completed installation of equipment at 32 Avenue of the Americas
  - Established physical connections to several other regional networks at 32 Avenue of the Americas
  - Identified and implemented solution for resolving the remaining fiber connectivity issue in Albany New York between Level3 and Vermont Telephone.
  - Completed testing with Nortel of initial network paths across the optical network and identified and resolved several potential problems.

- Coordinate with campus projects (Network Strategies)
  - Mass Ave: Manhole covers were raised to the new street elevation following the paving.
  - Vassar Streetcape: Elevation conflicts were resolved in one location resulting in new utilities being rearranged around IS&T existing duct banks.
  - Cancer Center: A resolution was reached that the existing MIT tel/data duct bank will not have to be relocated for the new building.

**Network Operations Program**

- Completed negotiation and execution of lease for data center space at 1 Summer St in Boston for the relocation of enterprise services.
- Completed installation of the MIT Optical Network
- Completed implementation of redundancy for Internet2 connectivity at 1 Summer and 300 Bent St.
- Continued planning and design for the Bates optical network.
- Completed negotiation and execution of Vmware enterprise license for MIT.
- Continued evaluation of 802.11n wireless devices for next generation MIT wireless network
- Continued rollout of VoIP using Sylantro/Iperia and preparation for January rollout.
- Completed upgrade of MITnet backbone switch in building 24 to Cisco 7609
- Completed implementation of redundant backbone switch and paths for each core router.
- Completed upgrade of TLS router at 1 Summer St to a Cisco 6504
- Completed installation of redundant TLS router at W92.
- Deployed VLAN functionality in additional buildings in support of VoIP rollout.
- Completed migration of the MITnet backbone to 10Gb/s
- Completed installation of SonicWall GMS management system.
- Completed installation of Cisco MDS switches and Hitachi 9985 SAN in W92.
• Continued working with Facilities to develop a comprehensive set of As-built drawing for the fiber optic system.
• Completed upgrades and enhancements to the Nagios monitoring system.
• Completed initial implementation and design of Altiris management platform.

Server and System Administration Support Program
• Completed TSM server upgrades
• Began joint evaluation of VMWare Virtual Infrastructure with ISDA and NIST to confirm suitability for MIT site license and data center use.
• Worked with all TSM customers to transition to new TSM service offerings and pricing being introduced in January 2008.
• Completed Oracle contract negotiations, including licensing of Oracle RAC software.
• Provided EDI technical resources for go-live of ECAT^3 purchasing interface.
• Upgraded Athena AFS cell to OpenAFS 1.4.5 for server stability enhancements.
• Completed hardware, OS, Oracle database upgrades for TLO, LFM and Alumni Association.
• Completed implementation of initial SRDF configuration
• Transitioned Xen-based server Virtualization Pilot to full production service offering with presence in both W91 and E40 data centers. As part of this process all existing VMs were migrated to being hosted on standard configuration server platforms.
• MITVIS and UA Phase2 migrations completed, old VMS and Tru64 hardware has been decommissioned.
• Continued Virtual Tape Library evaluation, currently looking at NetApps, Sun/STK and DataDomain.
• Delivered DWTEST server (replicated DWPROD) for Oracle tuning, table partitioning, familiarity with load scripts, reduction of backup times
• NetBackup DR site work completed allowing for automated failover between sites
• Completed deployment of automated. K5login management and Kerberized SSH deployment, providing consistency in login methods across all servers and automated management for granting and revoking privileged access to servers.

Data Center Program
• Shredded all remaining physical check stock from the prior Payroll and Pension systems.
• Retired old truck, looking into the use of Zipcars for when an additional is required
• Data Center cleaning: performed a thorough systematic lifting of all floor tiles, a complete HEPA vacuuming of the sub floor areas including all stringers and pedestals, the wiping down of the exterior, and the vacuuming of the interior of all cabinets.
• Completed migration of co-lo clients from old to new cabinets
• Continued work on mainframe retirement
• Punch list items remain and work is progress completing them. A new and unexpected condition arose during testing.
• The new roof failed its uplift test suggesting that it might blow off in extreme storm conditions.
• Completed airflow modeling.

Telephony Program
• Continue to finalize the contract & price negotiations with carriers for local, long distance, international and student traffic.
• Maintain and operate the 5ESS
• Maintain and operate the IVR system (NameConnector)
• Maintain and support the Audio meet-me conference bridges
- Maintain and operate the Octel Voice Mail system.
- Continue to support and resolve all issues with in-bldg cell equipment.
- Continue to assist in the support VoIP issues that are escalated to Tier II and III.
- Maintain and operate the eOn ACD system.
- Continue to rollout the ACD to new customers, MIT FCU and HR/Benefits are in progress (testing will be completed in 02/2008).
- Customized additional functionality for the MIT FCU (e.g. Coach, Monitor & Barge-In)
- Maintain and operate MIR3. Continue to work with customers to establish the private notification system (e.g. Lincoln Lab, Medical, Facilities, etc.)
- Continued attention to internal and external cellular telephone reception.
- Continued involvement in/support of the Institute's emergency preparedness.
- Participate in new project with the Public Safety Communications Team
- Continue to investigate a possible replacement for ICE-9
- Continue to investigate a replace/upgrade to the audio bridge
- Maintain and update 5ESS and related services Web pages.
- Manage 3500 telephone moves, adds and changes.
- Continue support of VoIP implementation
- Attended additional Sylantro VoIP and Iperia training.
- Continue to participate in the 5ESS Private Switch Owners Associations meetings.
- Maintain and support the MIT emergency phones on campus. Modifying reporting mechanisms and ongoing testing of devices.
- Continue to participate with E-board and working actively with them to prepare future articles/info
- finished negotiations with Verizon Wireless for new contract terms/conditions for better discounts on both MIT Corporate phones and employee personal phones...once Procurement signs the contract, we'll start automatically applying the new discounts to all 6,000 + Verizon Wireless contracts
- Completed contract and pricing negotiations with Alcatel/Lucent for 5ESS & Power equipment maintenance and spare parts;
- Coordinated and held ACD Supervisor training for existing and new ACD customers
- Make multiple presentations for the directory of the Emergency Operations Center (EOC).

### Q3 Goals by Program (Based on Operational Plan for FY2008)

#### Major Building Projects
- Continue supporting the new dorm construction (NW35)
- Complete outstanding items for the W91 data center network upgrade
- Continue support for the new Sloan, Media Lab and Cancer buildings
- Prepare for summer ground breaking for Cancer building; Existing duct bank coordination
- VoIP coordination on Buildings being re-cabled.
- Ongoing cabling in Buildings W20/W31/W32/W33 as part of re-cabling effort
- Start construction of new TDCR in Building 12 basement room 065.

#### Campus Network
- Continue to coordinate the Vassar Streetscape project and utility relocation.
- Continue the Mass Ave roadway coordination.
- Continue to coordinate the Vassar Streetscape project and utility relocation.
- Continue the Mass Ave roadway coordination.
Network Operations Program

- Complete implementation of email redundancy site.
- Complete installation of optical switches in New York City and Baltimore to support the MIT optical network.
- Complete participation in the Alumni EFL committee.
- Continue the build and design of the Bates optical network.
- Continue to support the MIT campus migration to VoIP
- Sylantro/Iperia upgrades, enhancements and fixes.
- Continue implementations of key infrastructure services at offsite locations
- Implement securID authentication for access to critical MITnet infrastructure.
- Continue the build out and design of the MIT data center at 1 Summer St.
- Complete initial implementation of VMware environment for Linux and Windows hosts.
- Complete MIT Email/Calendaring project and begin initial implementation of next generation environment.

Server and System Administration Support

- Complete planning for disaster recovery test
- Roll out new TSM service levels.
- Complete Oracle RAC test deployment.
- In collaboration with SAIS, begin migrating vendors to new Merchant Services application platform.
- Complete migration plan for transitioning administrative servers to Markley Group off-campus data center located at One Summer Street.
- Complete NetBackup 6.5 upgrade and migration to new hardware.
- Complete migration from “KelleyCode” legacy server monitoring to Nagios.
- Complete SAIS/SSIT unsupported IBM335 migrations to new hardware
- Work with SAIS/SSIT on MITSIS redesign plan
- Work with OSP on local/automated failover, remote DR, possible redesign plan
- Working with ISDA on BrioWeb upgrade and hardware migration
- Complete following migration currently in progress:
  - PARSLEY, CLOVERLEAF, ROLES/Xen (ISDA Roles web, appl, dbase servers)
  - WILDCATS/PLANKTON (HR forms and FMLA web, appl servers)
  - OVERCAT and OVERCAT-DEV (HR Optix Imaging server)
  - PPL (Facilities Keys server)
  - CURRICULA2 (Pivot/Distance web, dbase server)
  - WELLS and WELLS-DEV (Facilities Kronos appl, dbase servers)

Data Center

- Conduct IAP Tour
- Complete proxy card audit
- Complete the W91 project outstanding items list along with any new items.
- Participate in the Bates HPC Center project
- Participate in the build out of 1 Summer St.

Telephony

- Get a signed Verizon Wireless contract in place and apply discounts to all Verizon Corporate and Personal accounts. Increased savings on Corporate Accounts by 4%, on Personal accounts by 2% and all accessories by 25%.
- Update web pages to reflect new rates for Verizon wireless rates.
• Continued support for MIT VoIP implementation (installing a SMDI link to the 5ESS).
• Complete re-bid of carrier contracts. Need to highlight cost savings, sign contracts and present for approval.
• Go-live on the ACD for the MIT FCU and HR/Benefits
  ▪ Continue enhancements to MIT’s emergency communication systems (upgrade to new software release & implement additional enhancements).
  ▪ Write additional articles on OIS activities and services. (e.g. release of a Data Center evolution to be completed by Q3).
  ▪ Work with Parlance on automating the NameConnector database.
  ▪ Continue to meet with MIT medical to configure & train MIT Medical on use on MIR3.
  ▪ Continue to discuss with Lincoln Lab on the possibilities to add them to the MIR3 servers
  ▪ Continue to work with HR/Benefits to modify the ESS page to include contact information (cell phone) to provide notification during an emergency.
  ▪ Meet with the DOD to discuss MIR3 implementation for special visiting DOD staff
  ▪ Continue to work with ACD customers providing enhanced training.
  ▪ Work with medical on acquiring a cost effective paging system.
  ▪ Complete evaluation of all existing emergency phones on campus and work with CP & legal to develop a disaster recovery plan for all residential dorms and any VoIP buildings.
  ▪ Continue working with Nextel on new contract negotiations.
  ▪ Get the SMDI link functional from Iperia to the 5E.
  ▪ Begin Performance Appraisals
  ▪ Begin looking at the audio conference meet-me bridge and provide recommendation on an upgrade/replacement plan.
V. Infrastructure Software Development and Architecture

Mission

1) To create, maintain and promote a best class of flexible infrastructure software framework with interfaces that are easily usable by software developers across MIT. 2) To promote simple, flexible and efficient collaboration services among faculty, researchers and students at MIT by engaging with our customers and responding directly to their needs. 3) To ensure technology decisions are guided by a desire to promote alignment and interoperability, allowing our community to innovate with us. 4) Conceptualize and define MIT’s IT Architecture in partnership with ITAG, MITCET, ACCORD, IT-Leads, ISTAB and other key MIT community forums. 5) Maintain an appropriate balance between engaging in development for MIT and the world-at-large.

Key Accomplishments

ISDA Headquarters

Technology Review Board
No TRB reviews were held during the quarter. A restructuring meeting was held in March, which led to these outcomes:

a.) A change of leadership to Michael Gettes,
b.) A name change to the "Technology and Architecture Planning" (TAP) team
c.) Expanded sphere of attention that now includes technology-planning sessions in addition to project technology reviews.

The new team mailman mailing list is itag-tap@mit.edu

Team: Content and Collaboration Software Services

Stellar 2.1.1
Stellar 2.1.1 was in production throughout Q3 while planning for the Fall 2008 release was in progress. Fall plans include an overhauled document management workflow in the materials tool, additional usability improvements to the gradebook interface along with upgraded discussion and survey options.

Stellar has reached approximately 74% of the market share of courses eligible for Stellar and is experiencing increased user demand for “project” or non-course sites. In Q3 484 course sites and an additional 57 non-course-related project sites were created for use during the spring semester.

Wiki Service
The MIT Wiki Service grew, in terms of total number of wiki spaces, by 49% during the third quarter. A jump in requests for Stellar class-related wiki sites is attributable to the inclusion of an “Add a wiki” option in the Stellar class request form. The number of active users grew by 37%. A January 22nd IAP activity, “Effective Use of Wikis,” co-sponsored by IS&T and OEIT, was attended by about 20 people. The IS&T Training group began its Wiki Quick Starts program. The January Quick Start had 19 attendees and the March Quick Start had 8 attendees.
Team: Data Reporting Services

Roles

Data Warehouse
The team worked with Allison Dolan, HR, Audit, and the Security Office to restrict SSN’s access for HR data within the community. (Reduced access from 273 to 23). They are now storing the SSN’s in an encrypted form in the database. The team also worked with the Libraries to structure, develop programs, extract and load data and create an automated process to load textbook data into the DW in support of Stellar. To address community needs, the team worked with SSIT to get students’ cell phones and non-MIT email address to Data Warehouse (local and international numbers).

In addition, the team automated the process to get update of MIT Card’s textual data (eg. mit_id, card type, library id, magnetic stripe, expiration date, card is lost flag, etc.) every 15 minutes, around the clock. It is now ready to feed the Security and Emergency Management Office. The team also automated processes to grant Oracle roles to users who have been granted XSIS (student) roles functions in the Roles Database.

The Data Warehouse saw an increase of about 5% in queries ran for the quarter. With 127 departments accessing the service, Human Resources, IS&T and CAO were the predominant users, representing 45% of the activity.

Roles Database
The Roles Database saw a 3% increase in usage over Q3. The team built a beta version of the new web-based UI, and made it available for testing by members of DRS. Based on feedback, they will do bug fixes and minor enhancements before testing by a broader group. Software and database objects were moved to a new test server with Oracle 10g. The database objects were tested, and procedures for getting all of the objects were worked out over a few iterations with OIS. The actual deployment of the new test server was postponed until April-May.

Person service
The team designed and implemented a new person-lookup web service to be used by the "Who's Teaching What" application (and other applications). To expand on that, a web service was completed to deliver course catalog information from the Warehouse, used by the Course Picker application.

The team continues to work on a Web Service to provide person data and implied authorizations data to the Libraries to control access to online library materials. A new Warehouse external table of Libraries patron data was implemented, and the details of details of required data and implied authorization rules were defined following meetings with developers in the Libraries.

Managed Data Services
DCAD has finished the initial business analysis of the OME system. The next phase will be to build a conceptual model and have OME approve it and then to bring the model to the physical level.

MIT Business Intelligence
The team worked with Microsoft to develop a statement of work for the production pilot.
Team: Development Software and Platform Services

**Thalia**
Thalia deployed "Sprint 5" at the end of March. This is a release candidate for v1.0 production. The team has implemented the recommendations made through usability testing and is now focusing on implementing the technical architecture re: failover and storage, to be tested fully before the service goes live.

With Thalia still in pilot, the Help Desk has the largest amount of users, with Architecture and Planning having the most images and storage.

**IS&T Web Content Management**
The technical team has presented a recommendation to CSS Publications about a Content Management System for the IS&T website. This involved revisiting requirements, extensive analysis of products, and usability tests of the finalists. The recommendation is Drupal, and the team is engaging with Drupal experts to create a Proof of Concept in the next 6 weeks.

**QuickPages**
The contract has been executed and servers are being configured!

**Touchstone**
Touchstone (previously Web SSO/CAMS) is on schedule and development is going very smoothly. Virtual machines for dev and test have been received from NIST and are being configured. The goal is to have the completed application rolled out to NIST for production this summer in anticipation of the Stellar fall release.

**Developer Tools**
The team has been very productive in pioneering new tools for MAP and making them available to developers (Maven, Bamboo, Fisheye, OpenGrok) both inside and outside ISDA. Code browsing and analysis tools are due to be rolled out for Kerberos prior to their general meeting. The Roles projects in DRS (both new web services as well as a web application) are being converted over to the MAP standard.

**Team: Kerberos Consortium**

In the third quarter of this fiscal year, the MIT Kerberos Consortium continued to attract new sponsors and external funding. The most prominent event was the addition of Microsoft both as a sponsor and member of the executive advisory board. The Kerberos Consortium staff has made substantial progress towards the decided upon priorities on the board. The Consortium is also actively interviewing candidates for two new positions.
## IS&T Financials

### IS&T NET BASE GENERAL BUDGET

<table>
<thead>
<tr>
<th>Organizational Unit</th>
<th>Q3 Only Net Actuals (Jan - Mar)</th>
<th>Year to Date Net Actuals (July - Mar)</th>
<th>Remaining Net Projection (April - June)</th>
<th>Projected Year-End Net Total</th>
<th>FY 2008 Annual Net Budget</th>
<th>Projected Net Year-End Variance ($)</th>
<th>Projected Net Year-End Variance (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student &amp; Admin Info Systems (includes SW Development)</td>
<td>$4,098</td>
<td>$11,466</td>
<td>$5,939</td>
<td>$17,406</td>
<td>$18,518</td>
<td>$1,115</td>
<td>6%</td>
</tr>
<tr>
<td>Infrastructure SW Development &amp; Architecture</td>
<td>$1,386</td>
<td>$3,068</td>
<td>$2,415</td>
<td>$6,083</td>
<td>$5,820</td>
<td>($263)</td>
<td>0%</td>
</tr>
<tr>
<td>Operations &amp; Infrastructure Services</td>
<td>$47</td>
<td>$1,334</td>
<td>$814</td>
<td>$2,148</td>
<td>$2,019</td>
<td>($126)</td>
<td>-6%</td>
</tr>
<tr>
<td>Client Support Services</td>
<td>$1,792</td>
<td>$5,765</td>
<td>$2,078</td>
<td>$7,843</td>
<td>$7,743</td>
<td>($100)</td>
<td>-1%</td>
</tr>
<tr>
<td>IS&amp;T Shared Services</td>
<td>$404</td>
<td>$1,256</td>
<td>$374</td>
<td>$1,630</td>
<td>$1,771</td>
<td>$141</td>
<td>8%</td>
</tr>
<tr>
<td>VP for IS&amp;T (includes Special Projects)</td>
<td>$275</td>
<td>$2,180</td>
<td>$3,527</td>
<td>$5,908</td>
<td>$6,872</td>
<td>$965</td>
<td>14%</td>
</tr>
</tbody>
</table>

**IS&T NET BASE GENERAL TOTAL**

|                             | $8,483                           | $26,871                              | $15,147                                | $41,017                      | $42,743                   | $1,726                              | 4%                                 |

### TELEPHONE & NETWORK SERVICE CENTER (TNSC)

<table>
<thead>
<tr>
<th>Organizational Unit</th>
<th>Q3 Only Net Actuals (Jan - Mar)</th>
<th>Year to Date Net Actuals (July - Mar)</th>
<th>Remaining Net Projection (April - June)</th>
<th>Projected Year-End Net Total</th>
<th>FY 2008 Annual Net Budget</th>
<th>Projected Net Year-End Variance ($)</th>
<th>Projected Net Year-End Variance (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>TNSC</td>
<td>($3,015)</td>
<td>($380)</td>
<td>$1,825</td>
<td>$1,444</td>
<td>$1,840</td>
<td>$395</td>
<td>-21%</td>
</tr>
</tbody>
</table>

**TNSC TOTAL**

|                             | ($3,015)                         | ($380)                               | $1,825                                 | $1,444                       | $1,840                    | $395                               | -21%                               |

### SERVER OPERATIONS SERVICE CENTER (SOSC)

<table>
<thead>
<tr>
<th>Organizational Unit</th>
<th>Q3 Only Net Actuals (Jan - Mar)</th>
<th>Year to Date Net Actuals (July - Mar)</th>
<th>Remaining Net Projection (April - June)</th>
<th>Projected Year-End Net Total</th>
<th>FY 2008 Annual Net Budget</th>
<th>Projected Net Year-End Variance ($)</th>
<th>Projected Net Year-End Variance (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOSC</td>
<td>$735</td>
<td>$3,998</td>
<td>($3,223)</td>
<td>($125)</td>
<td>($45)</td>
<td>$81</td>
<td>181%</td>
</tr>
</tbody>
</table>

**SOSC TOTAL**

|                             | $735                             | $3,998                               | ($3,223)                               | ($125)                       | ($45)                     | $81                                | 181%                               |
### Information Services & Technology

#### Year End Financial Forecast by Category

**FY 2008 - Third Quarter**

($ in thousands)

<table>
<thead>
<tr>
<th>IS&amp;T BASE GENERAL &amp; SW DEVELOPMENT BUDGET</th>
<th>Q3 Only Actuals (Jan-Mar)</th>
<th>Year to Date Actuals (July-Mar)</th>
<th>Remaining Net Projected (Apr-June)</th>
<th>Projected Year End Total</th>
<th>FY 2008 Budget</th>
<th>% Projected Year End Total</th>
<th>Year End Variance ($)</th>
<th>Projected Year End Variance (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td>$(1,068)</td>
<td>$(3,167)</td>
<td>$(1,173)</td>
<td>$(4,440)</td>
<td>$(4,119)</td>
<td></td>
<td>$222</td>
<td>5%</td>
</tr>
<tr>
<td><strong>EXPENSES TRANSFERS (OUT)/ IN</strong></td>
<td>$(3,952)</td>
<td>$(11,711)</td>
<td>$(4,024)</td>
<td>$(15,734)</td>
<td>$(15,824)</td>
<td></td>
<td>$(89)</td>
<td>1%</td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>8%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salary &amp; Wages</td>
<td>$6,586</td>
<td>$19,741</td>
<td>$6,805</td>
<td>$26,546</td>
<td>$27,822</td>
<td>4%</td>
<td>$1,276</td>
<td>5%</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>$1,570</td>
<td>$4,699</td>
<td>$1,649</td>
<td>$6,348</td>
<td>$6,631</td>
<td>11%</td>
<td>$283</td>
<td>4%</td>
</tr>
<tr>
<td>Travel &amp; Professional Development</td>
<td>$102</td>
<td>$443</td>
<td>$376</td>
<td>$319</td>
<td>$316</td>
<td>1%</td>
<td>($4)</td>
<td>0%</td>
</tr>
<tr>
<td>Materials &amp; Services</td>
<td>$2,318</td>
<td>$8,001</td>
<td>$5,083</td>
<td>$13,084</td>
<td>$13,121</td>
<td>21%</td>
<td>$37</td>
<td>0%</td>
</tr>
<tr>
<td>Equipment</td>
<td>$333</td>
<td>$1,472</td>
<td>$485</td>
<td>$1,957</td>
<td>$2,395</td>
<td>4%</td>
<td>$638</td>
<td>25%</td>
</tr>
<tr>
<td>Professional Services</td>
<td>$2,391</td>
<td>$6,352</td>
<td>$5,865</td>
<td>$12,257</td>
<td>$11,701</td>
<td>19%</td>
<td>($56)</td>
<td>5%</td>
</tr>
<tr>
<td><strong>Subtotal - All Expenses</strong></td>
<td>$13,501</td>
<td>$46,748</td>
<td>$20,264</td>
<td>$61,012</td>
<td>$62,685</td>
<td>3%</td>
<td>$1,675</td>
<td>3%</td>
</tr>
<tr>
<td><strong>NET TOTAL</strong></td>
<td>$8,481</td>
<td>$25,878</td>
<td>$15,067</td>
<td>$40,357</td>
<td>$42,743</td>
<td>4%</td>
<td>$1,866</td>
<td>4%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TELEPHONE &amp; NETWORK SERVICES CENTER (TNSC)</th>
<th>Q3 Only Actuals (Jan-Mar)</th>
<th>Year to Date Actuals (July-Mar)</th>
<th>Remaining Net Projected (Apr-June)</th>
<th>Projected Year End Total</th>
<th>FY 2008 Annual Budget</th>
<th>% Projected Year End Total</th>
<th>Year End Variance ($)</th>
<th>Projected Year End Variance (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td>$(395)</td>
<td>$(1,348)</td>
<td>$(15,718)</td>
<td>$(17,066)</td>
<td>$(16,729)</td>
<td></td>
<td>$346</td>
<td>2%</td>
</tr>
<tr>
<td><strong>EXPENSES TRANSFERS IN / (OUT)</strong></td>
<td>$2,701</td>
<td>$7,865</td>
<td>$2,408</td>
<td>$10,273</td>
<td>$10,353</td>
<td></td>
<td>$79</td>
<td>1%</td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional Services</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>0%</td>
<td>$6</td>
<td>67%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>$1,656</td>
<td>$4,745</td>
<td>$2,476</td>
<td>$7,221</td>
<td>$7,127</td>
<td>8%</td>
<td>($54)</td>
<td>1%</td>
</tr>
<tr>
<td>Interest</td>
<td>$157</td>
<td>$491</td>
<td>$525</td>
<td>$1,016</td>
<td>$1,071</td>
<td>15%</td>
<td>$55</td>
<td>5%</td>
</tr>
<tr>
<td><strong>Subtotal - All Expenses</strong></td>
<td>$1,813</td>
<td>$5,236</td>
<td>$3,004</td>
<td>$8,240</td>
<td>$8,207</td>
<td></td>
<td>($33)</td>
<td>0%</td>
</tr>
<tr>
<td><strong>NET TOTAL</strong></td>
<td>$4,118</td>
<td>$11,753</td>
<td>$(10,305)</td>
<td>$1,447</td>
<td>$1,440</td>
<td></td>
<td>$393</td>
<td>21%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SERVER OPERATIONS SERVICES CENTER (SOSC)</th>
<th>Q3 Only Actuals (Jan-Mar)</th>
<th>Year to Date Actuals (July-Mar)</th>
<th>Remaining Net Projected (Apr-June)</th>
<th>Projected Year End Total</th>
<th>FY 2008 Annual Budget</th>
<th>% Projected Year End Total</th>
<th>Year End Variance ($)</th>
<th>Projected Year End Variance (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td>$(771)</td>
<td>$(252)</td>
<td>$(54,577)</td>
<td>$(54,629)</td>
<td>$(54,677)</td>
<td></td>
<td>($45)</td>
<td>1%</td>
</tr>
<tr>
<td><strong>EXPENSES TRANSFERS IN / (OUT)</strong></td>
<td>$879</td>
<td>$2,996</td>
<td>$873</td>
<td>$3,808</td>
<td>$3,959</td>
<td></td>
<td>$50</td>
<td>2%</td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>$127</td>
<td>$355</td>
<td>$197</td>
<td>$552</td>
<td>$585</td>
<td>8%</td>
<td>$33</td>
<td>6%</td>
</tr>
<tr>
<td>Interest</td>
<td>$0</td>
<td>$0</td>
<td>$84</td>
<td>$84</td>
<td>$84</td>
<td>15%</td>
<td>$0</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Subtotal - All Expenses</strong></td>
<td>$127</td>
<td>$355</td>
<td>$281</td>
<td>$638</td>
<td>$669</td>
<td>5%</td>
<td>$33</td>
<td>5%</td>
</tr>
<tr>
<td><strong>NET TOTAL</strong></td>
<td>$735</td>
<td>$3,098</td>
<td>$(3,223)</td>
<td>$(125)</td>
<td>$(45)</td>
<td>181%</td>
<td>$81</td>
<td>181%</td>
</tr>
</tbody>
</table>