MIT Center for eBusiness Research Workshop:

Interdependence of Security and the Extended Enterprise
I-SEE Workshop

Location: MIT Faculty Club, 50 Memorial Drive, Cambridge, MA

Date: December 8, 2005

9:00am Welcome (David Verrill)

9:05am Introduction: I-SEE Overview (Stuart Madnick)
Businesses have become increasingly global and interdependent - the traditional enterprise has become the "extended enterprise." Disruptions anywhere in this extended enterprise can have dramatic and often unexpected impacts upon all the organizations involved. In recent years, acts of terrorism have introduced new and dangerous disruptions to business and society. Although we often think of national security from a governmental and military perspective, businesses play an extremely important role especially since much of the nation's infrastructure is run by the private sector. Business, government, and academia have much to learn from each other.

The research activities of MIT's Interdependence of Security and the Extended Enterprise (I-SEE) effort are characterized by four M's: Monitor, Measure, Model, and Mitigate. Examples of these research efforts will be presented in this workshop.

9:25am Keynote: Security and the Extended Enterprise (Larry Meador)
Larry Meador is currently Chairman; MGI Strategic Solutions; Framingham, Massachusetts. He had previously served as Chief Information Officer of CIGNA Property & Casualty. His other recent activities have included member of the Director of Central Intelligences Advanced Technology Panel and the DCIs Intelligence Science Board. He was Chairman of The Independent Panel on the Central Intelligence Agency In-Q-Tel Venture. He served on the Defense Science Board Task Force on Intelligence Needs for Homeland Defense. He currently chairs several other senior level government national security activities.

9:45am Monitor: Gaining Knowledge through Data Integration (Michael Siegel)
The National Research Council report (2002), "Making the Nation Safer" noted that "[A]lthough there are many private and public databases that contain information potentially relevant to counterterrorism programs, they lack the necessary context definitions (i.e., metadata) and access tools to enable interoperation with other databases and the extraction of meaningful and timely information." (Emphasis added).

Similarly, more and more of corporate intelligence requires fitting together fragments of information drawn from a variety of heterogeneous sources. Attempting to impose data standards is a traditional solution to the data representation conformance problem. However, standards have proven particularly difficult to develop and implement in a single enterprise and almost impossible in an evolving extended enterprise environment. In this research we identify new approaches that offer a means to solving the same problem with greater flexibility and reduced costs.
10:30am  BREAK

10:45am  **Measure: Assessment of Total Security Quality Management** (Stuart Madnick)
An important early step in our Total Data Quality Management (TDQM) effort was
more precisely define what “quality” meant, especially in a more holistic sense.
In order to make serious progress towards improving enterprise level security, we
need to define the concept of enterprise “security” (which we will refer to as Total
Security Quality Management or TSQM) and develop effective ways to assess
and measure it. In this talk we will present the characterization of the eight
security constructs that we have identified and results of a preliminary study
assessing perceptions of these constructs in and between actual organizations.

11:30am  **Lunch: Speaker: Yossi Sheffi, author of “Resilient Enterprise.”**
NY Times (Oct. 16, 2005) declared Dr. Sheffi’s new book, “Resilient Enterprise," a
Must-Read for Managers and Mayors Alike. In the article entitled "Disaster Has
Struck: It's Too late to Start Planning," NY Times writer Roger Lowenstein
stresses that Professor Sheffi’s book is necessary in this complex modern world,
where supply chains stretch across the globe - increasing not only a company’s
effectiveness but also its risk of disruption. "It makes for a more interdependent
and fragile world. Your supplier’s problem is your problem," Lowenstein notes.
Dr. Yossi Sheffi is the Director of the MIT Center for Transportation and Logistics.
He is an expert in systems optimization, risk analysis and supply chain
management. He is the founder and director of MIT’s Master of Engineering
degree. In 2003 he launched the MIT-Zaragoza program, a new Spanish logistics
university, an international academia, government and industry partnership.

1:00 pm  **Model and Mitigate: Country Stability Modeling/DARPA**
(Nazli Choucri & Brad Morrison)
Given current corporate and governmental realities and uncertainties “better
preparedness" can be achieved by identifying, controlling and managing the
elusive linkages and situational factors that fuel hostilities. This research
demonstrates new opportunities and capabilities provided by anticipatory
technologies that help us to better understand and model the complex dynamics
shaping propensities for state instability, and generating some predictions
pertaining to alternative outcomes. We learn how such an understanding can be
important for the preparedness of the global enterprise.

1:45pm  BREAK

2:00pm  **Industry Panel – The New Roles: Security, the Corporation and the Extended Enterprise**
Moderator: Larry Meador
Panelists:
Terri Quinn-Andry; Security Systems Solutions Manager, Cisco Systems
Mark Lowenthal; President and CEO, Intelligence & Security Academy, LLC
Kevin O’Connell; Director, Center for Intelligence Research and Analysis, Defense Group, Inc.
Richard LeVine; Senior Manager, Accentures Global Security Practice

3:30pm  Wrap-up (Stuart Madnick)

4:00pm  Adjourn