
Information Services and Technology

All Hands Meeting

February 24, 2010

Agenda

- Welcome and Agenda
- Accomplishments
- Mission of MIT
- IS&T Responsibilities
- My Values
- Progress toward what we said in October
- Key things we've done so far
- FY11 Planning Process - results of "Building a Foundation" outreach
 - Listen and Learn
 - World of the Customer
 - Pulse Groups
 - Findings Review
 - Next Steps
- Future Plans
- Announcements
- Q&A

Accomplishments

The IS&T Department will embrace the mission of MIT

“to advance knowledge and educate students in science, technology, and other areas of scholarship that will best serve the nation and the world in the 21st century.”

...by delivering **robust core services** to the MIT Community based on currently available technologies and strategic positioning to allow for superior service at reduced cost to the Institute.

Service Worthy of MIT

IS&T Responsibilities

- Provide efficient and cost effective IT utility (network services, data centers, software infrastructure) to the MIT community
- Partner with educational and administrative units to develop processes and solutions which improve service and decision making while lowering cost
- Maintain receptivity to leading edge IT knowledge embedded in MIT's academic community and leverage it where appropriate

Work within the complexities of IT services at MIT, including:

- Improve functionality and interoperability of MIT's administrative systems environment
- Develop a practical next generation approach for MIT's operating system for the educational enterprise (the "student system")
- Work with academic leadership on identifying appropriate research computing capabilities
- Build a strong, focused IS&T organization which is capable of meeting evolving campus needs in an environment of tight resources

My Values

- Teamwork
- Transparency
- Treating others with respect and dignity
- Honoring our commitments
- Inclusion



Progress Toward What We Said in October

- Balance strategic and tactical work – *Ongoing*
- Understand and reduce expenses
 - *Began this through the FY11 Budget Process and Project Reviews*
 - *Analysis of expenses by Administrative, Research and Educational; and Maintenance, Enhancements, and Development*
- Operate as a department instead of a group of “Directorates” – *Ongoing*
- Focus on core services
 - *Identifying and developing core service listing as part of planning process*
- Learn to say “no”
 - *Working on governance process and developing core services to help set and align customer expectations*
- Implement more process/planning and less heroics – *Ongoing*

Progress Toward What We Said in October (cont.)

- Develop and execute an IS&T business plan
 - *In progress – data gathering complete and beginning to develop plan to be executed for FY11*
- Identify sponsors for all of our projects – *In progress with approximately 40% that have identified external sponsors*
- Increase transparency by being more open in our communications to our customers – *Sharing key planning and budget documents with EVP's office; sharing organizational announcements and newsletter with key stakeholders*
- Meet with staff and (many!) stakeholders – *Complete and ongoing*
- Understand IS&T operations, projects and workload – *In progress but still have more to learn*
- Participate in many meetings – *In progress*

Progress Toward What We Said in October (cont.)

- Identify and take action on “quick hits” – *In progress*
- Develop the FY2011 budget – *First pass budget complete and submitted*
- Decide how IS&T will address the IT task force report – *Completed high level summaries of top 15 ideas and compiling our response*
- Begin work on IS&T business plan
 - Start with core services – *developing in March 2010*
 - Form IS&T Leadership Working Group to collaborate with senior staff – *Complete, held 3 meetings, and have engaged them in the planning process*
- Develop assessment and plan for the next 12 months – *In progress with a plan targeted for completion by end of May 2010*

Key Things We Have Done So Far

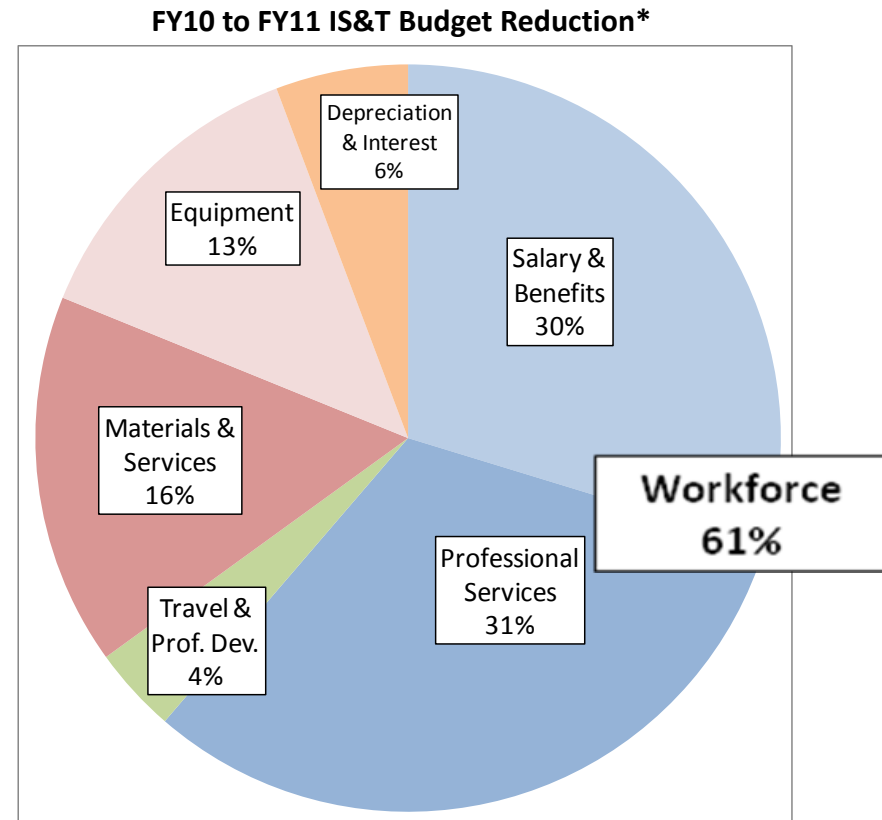
- Completed and submitted first pass FY11 Budget to the EVP
- Implemented Quarterly Project Reviews
 - Held focus group on project management
- Promoted 4 Staff (3 into managerial roles)
 - Steve Filipiak, Manager for HR and Administration
 - Amon Horne, Senior Programmer Analyst
 - Eamon Kearns, Manager for Student Information Systems (SAIS)
 - Allen Wallace, Manager for Finance
- Completed “Building a Foundation” Data Gathering for IS&T Planning Process
- Analyzed Telephone and Network Service Center (TNSC)
- Marilyn held many “skip level” meetings
- Setting up informal staff breakfasts with Marilyn
- Plan in Place for Quarterly Operational Reviews
- Implemented “Ask Marilyn” to open up internal communications

FY11 Budget Summary

- IS&T began with an FY10 Gross Expense Budget of \$50 million (excluding Software Capital and One-time Funding)
- FY11 expense reduction goal is \$3.65 million
- Currently have identified \$2.48 million in expense reductions that will not require layoffs
- Conducted a “Bottom up/Zero based” budget process with “IS&T as One” approach
- Collaborative partnership with the VPF Organization
 - Conducted in-depth analyses of all IS&T financial structures introducing transparency and accountability in all business operations
- Working to identify the remaining \$1.17 million by the end of FY10

FY11 Identified Reductions (\$2.48M)

- Workforce (\$1,520K):
 - Salaries, Wages & Benefits - \$737K
(Closed 5 Open Positions)
 - Professional Services/Consulting - \$783K
- Travel & Professional Development - \$92K
- Materials & Services - \$400K
- Equipment (\$325K):
 - Equip/Furniture - Minor - \$161K
 - Server Operations Service Center - \$284K
 - Computer Supplies & Peripherals - \$84K
- Depreciation and Interest \$142K



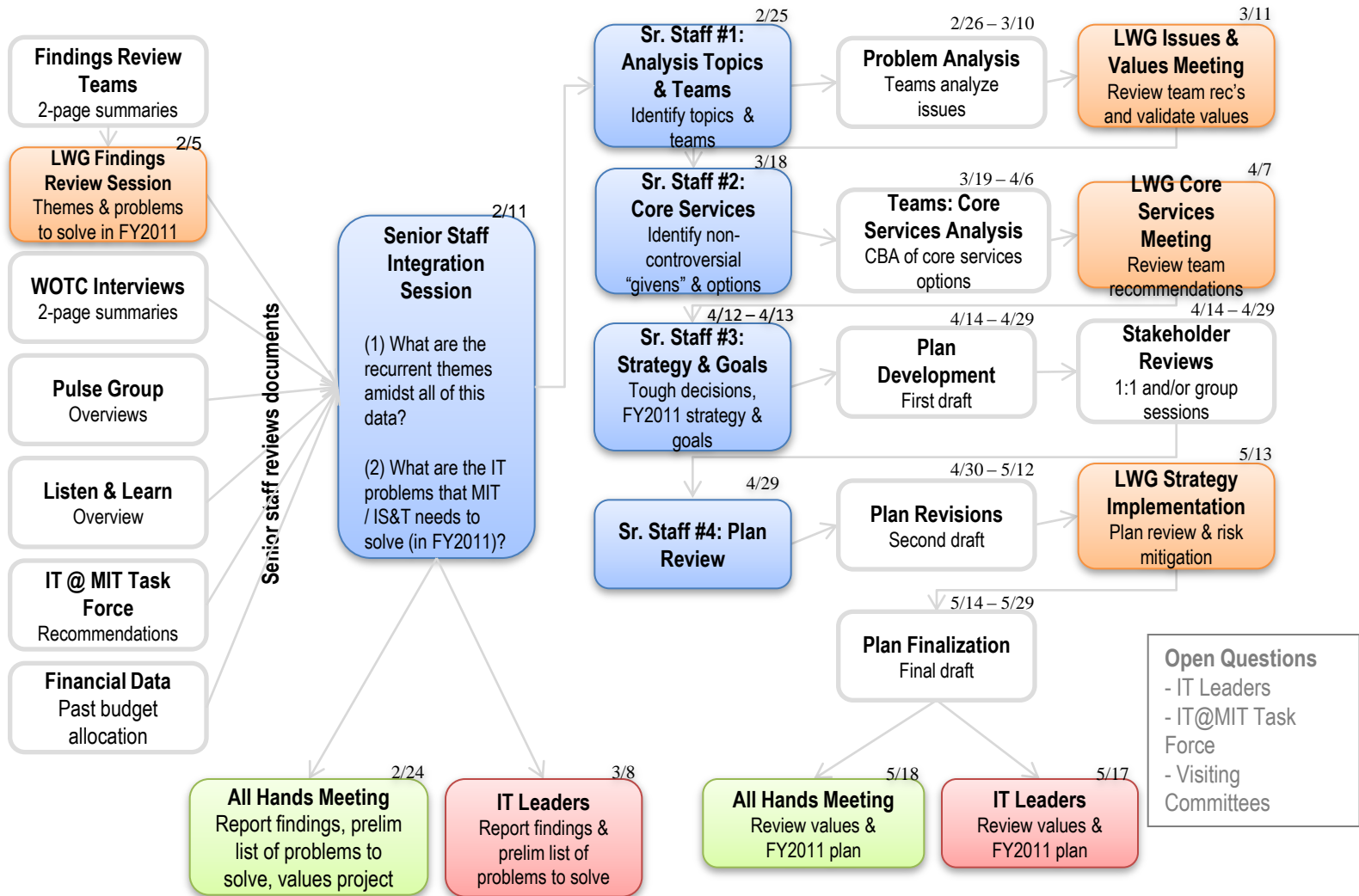
[* Percentages exclusive of 1.17M in additional reductions needed.]

The Planning Process

- Building a Foundation
 - Listen and Learn
 - World of the Customer
 - Pulse Groups
 - Findings Review
- Identifying Core Services and examining our service model
- Developing an executable plan



The Planning Process Map



Overarching Themes

Feedback was consistent from customers, IS&T staff, and the reviews of previously published studies, showing the following themes:

- Governance
- Balance
- Strategy
- Partnership
- Core Services
- Transparency
- Accountability

Listen and Learn

- Need to identify and communicate *core services*
- Want *transparency* of services, expenses, people and projects
- Need clearer *governance structure* for IT decision making
- Need for cohesive *customer view of IS&T* and *better working relationships*
- Need to *improve service delivery* including setting expectations, making commitments and honoring those commitments
- Want to see *decisions made* and *delivering on them*
- Should have *sponsors for all projects*
- Want increased *partnerships*
- Need *strategies* for administrative, academic and research computing
- Need build/buy/outsource *strategies*
- Need more *standardization*
- Would benefit from more *balance*

World of the Customer

IS&T Senior Staff interviewed over 30 customers from across the Institute, including faculty, administrators, researchers, and students. We asked them a series of focused questions about their world, their customers, their IT needs, and key relationships, and the themes included:

- Service
- Expectations of IS&T
- Unified, web-based experience
- Ease of Use
- Customer closeness
- Getting things done

World of the Customer Quotes

“IT...they rely on it like the air they breathe.”

“...IS&T is trying to *get it right.*”

“...it’s the people who are willing to help and participate that make the difference.”

“No response is a response. Should get back to folks even if the answer is to give a later date or bad news.”

“Like many other organizations, we are also trying to do more with less.”

“IS&T needs to think about...do you want to just make the trains run on time?”

“People stop asking for things when nothing gets done.”

“...The computer is everyone’s primary and central method of accomplishing daily tasks. When a computer has a problem the first response we often hear is: *I can’t do my job without my computer!*”

Pulse Groups

We held four pulse group meetings (one with LWG and three with members of IS&T “randomly” selected from the organization charts by Maya Townsend, our facilitator. These groups encompassed 70 staff and included input from a total of approximately 100 staff (1/3 of the organization) across IS&T.

- People love MIT
- Talented people work in IS&T
- Unclear vision, strategy, and governance makes it difficult to prioritize
- Management issues: Lack of trust, collaboration, and communication
- We don't work together well
- Inconsistent processes, project management, and accountability
- Extreme customization gets in the way

Findings Review

Members of the LWG formed teams and reviewed eight reports that were generated over the past two years and that examined IT at MIT and IS&T. The eight reports reviewed were: 10-Year Capital Planning Report; Customer Satisfaction Survey; Business Continuity/Disaster Recovery Review; IT@MIT Task Force Report; Institute-Wide Planning Task Force Report; ESD Student Report Findings; Accenture Organizational Review Summary; and the IS&T Readiness Assessment Summary. The themes that emerged are as follows:

- Our identity isn't clear
- Make core services a reality
- Clearly separate maintenance and development functions
- Strengthen the customer connection
- We need a solid governance system
- Opportunities in partnerships
- Staff struggling with uncertainty
- Our internal issues affect our perception within the community

Next Steps

- Values Survey – to all IS&T staff 2/25
- Development of Proposed List of Core Services – 3/18
- Development of FY11 Goals – 4/12 to 4/13
- DRAFT plan and review with stakeholders – mid-April through mid-May
- Review of IS&T Values and Business Plan with IS&T staff at All Hands Meeting – May 18
- Final plan by end of May

Future Plans

- Complete and communicate response to IT@MIT Task Force Report by end of March
- Communicate and obtain support for strategy and FY11 business plan by beginning of FY11
- Complete the IS&T strategic plan by end May 2010
- Find additional \$1.17 M in reductions by end of FY10
- Determine organization modifications and staffing reductions, as necessary, by end of FY10
- Deliver on commitments to customers and to ourselves

Announcements – New Hires

- ***Blake Skinner*** joined IS&T on November 2, 2009 on the Software Release Team in ISDA as a Deployment Specialist
- ***Rachel Avery*** joined IS&T on December 14, 2009 as the Executive Assistant to the Head of IS&T
- ***Charles Christiansen*** joined IS&T on January 19, 2010 on the Student – Admissions Services Team as a Senior J2EE/Web Developer



Announcements – Staff Achievements

- Graduated from the AO Fundamentals Program
 - *Elaine Aufiero* – Administrative Assistant II in CSS Headquarter Services
- Graduated from the Sloan School of Management with an Executive Certificate in Management and Leadership
 - *Steve Winig* – Manager, Applications User Experience Team in CSS

Thank You!!!

- *YOU have accomplished so much in a short period of time.*
- *It is all of YOU that make IS&T a great place to work.*
- *It is YOU, the staff, that make IS&T successful.*
- *I will rely on YOU and your support to make the IS&T business plan a success.*
- *YOU should be proud of yourselves and your accomplishments!*

Q&A
