A "Starter Charter"

Themes

- **Deliver robust core services**
  IS&T will strive to deliver robust core services to the Community based on currently available technologies and...
- **Deliver superior service at reduced cost**
  ...assure that MIT is positioned to benefit from advances in technology that would allow superior service at reduced cost to the Institute.

Mission

- **Develop administrative processes and solutions**
  Partner with administrative units to develop administrative processes and solutions that improve service and decision making, and lower administrative cost.
- **Provide efficient IT utilities**
  Provide efficient and cost effective IT utilities (network services, data centers, software infrastructure, and associated services) to the MIT community.
- **Maintain receptivity to leading-edge IT knowledge**
  Maintain receptivity to leading edge IT knowledge embedded in MIT's academic community and leverage it where appropriate.

Goals

- **Build an organization capable of meeting campus needs**
  IS&T will work within the complexities of IT service provision at MIT to continue to build a strong, focused organization capable of meeting evolving campus needs in an environment of tight re-sources.
- **Develop a next-generation approach for the student operating system**
  IS&T will work within the complexities of IT service provision at MIT to develop a practical next generation approach for MIT's "operating system" for the educational enterprise (the "student system").
- **Improve the functionality of MIT's administrative systems**
  IS&T will work within the complexities of IT service provision at MIT to improve the functionality and interoperability of MIT's administrative systems environment.
- **Identify appropriate research computing capabilities**
  IS&T will work within the complexities of IT service provision at MIT to work with academic leadership on identifying appropriate research computing capabilities.

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Client Support Services Refresh

Understand how resources are being spent and make effective use of the resources we have.

*"'Sourcing Model?'
What 's that?"*

*"What are Core Services for CSS?
Are they as good as they can be?"*

*"What Non-core Services
could we sunset? What are the risks?"*

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CSS Integration Into and Enhancement of IS&T Service Delivery

*Although numerous MIT DLCs utilize CSS' project support services, such as **Usability**, **Accessibility**, **Training**, **Documentation**, the **Service Desk**, and others, these services are routinely overlooked or engaged late in the lifecycle of internal initiatives.*

This late engagement leads to a perception (and, given the late engagement, sometimes a reality) of these services delaying project implementation.

The vision is to engage with teams at the beginning of the project life-cycle and be considered members of the project team. Nobody would say that the development of software delayed implementation, because it is part of the project.

The same should be true for services that enhance the user experience: Usability, Accessibility, Training, Documentation, and the Service Desk.

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Facilitating the Work of Real People

"If you build it they will come" is no longer true. It hasn't been for a while. Our community's expectations are shaped by the world, and not by MIT's constraints.

The new reality is, "If you build it for me, with me, and it doesn't make me think, I may come." The tried approach of starting with a new piece of technology and developing a service from it is giving way to understanding a person, understaing their need, and designing a solution for it, technology's best efforts to the contrary not withstanding.

The core needs to be simple and solid enough to support unlimited complexity and customization. IT needs to have the basics covered, and those need to be robust, self-service, and trivially easy to use. These include consistent, well-implemented, and easy to understand policies and security guidelines. It means easy communications between people via email, calendars, chat, and networks (social and otherwise). Software MIT needs access to needs to be accessible, in the most inclusive sense. IT needs to support people's work and lives and should never get in the way.

Oh, and delivery must be cheap and quick.

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Conversation Starter

Development of the CSS Workforce of the Future

Technology has thoroughly reshaped the way we do business... Today's technology has given all of us unprecedented freedom and the power to access information whenever and wherever we need it. Never before have we seen the extent of making sure people have the knowledge, technology, tools, capital, time, and physical space to generate superior results.

Workers will seek more elasticity in where and when they work, collaborative, real-time technologies that boost knowledge sharing and encourage the free flow of ideas will become more essential.

No matter what new technologies develop, the most important skills will remain the ability to learn and to think critically. Many skills treasured by previous generations were made obsolete by computer software, and so were the workers who lacked the flexibility to adapt.

We cannot know which jobs will be superseded by technology in the future; we can only know, without a doubt, that some will be. And the reverberations will be felt in an ever more diverse workforce.

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CSS Process Integration

Resource planning and allocation are part of our daily work. Priorities shift and we need to have strong processes and communication across CSS and IS&T in order to accomodate changes in service needs.

In addition, the tools we use to execute these processes need to be able to "talk to one and other", so to speak. If the processes are isolated, the result will be a lack of understanding and inability to work towards common goals.

Questions:

How do we create cohesion between teams and functions?

How do we measure things consistently across business areas and teams?

How can we reduce boring, redundant, and mind-numbingly repetitive work?

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Understanding CSS Costs

In order to make well founded decisions about products and services, we need to have a good understanding of what a product or service costs MIT (to roll out, support, and maintain). The total cost should include the costs associated with each IS&T group that assists in the roll out or support.

CSS must also work on understanding and measuring what our unit costs and appropriate units to measure are.

Examples: How much does it cost to transition one person to Exchange? What is the per-call cost to MIT of someone having a problem on the new wireless network? The old wireless network?

Once we understand unit costs, we can easily apply them to specific products or services to drive service improvements, transition schedules, and inform risk management. We can easily look at how certain process or service improvements can change unit costs, hopefully for the better. We can have healthy discussions about revenue models and chargebacks that are relevant and informed. And we can make rational arguments for budget allocations and investment based on projections and measurement rather than high-level estimates.

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