

Future  
of IT  
@ MIT

**Community Survey Results**

MIT Information Systems and Technology

## Section I: Validating the Current Goals and Priorities

### General

What is your MIT Affiliation?

Faculty	2.4%
Researcher	4.7%
Student	16.5%
Staff	76.5%
Number of responses	85

### Strategy

*Develop and maintain a set of appropriately vetted Guiding Principles for linking the Vision with a collaboratively developed, well articulated, and easily understood Technology Strategy for IS&T, and more broadly for IT @ MIT.*

Q2: Given your role and from your perspective, does this goal seem valid and have direct impact on MIT?

Yes	56
Unsure	4
No	25
Number of responses	85

Q3: How important is this goal/priority to you?

Not important	16
Important	34
Very important	18
Extremely important (critical)	15
Number of responses	83

Q4: What does this goal/priority mean to you and how should it be addressed?

It doesn't say much of anything to me. Sounds like talking in circles.
The vetting process will ensure that the strategies are valid. (There may be one too many terms to keep track of: Vision, Guiding Principles, Goals & Priorities, Strategy. Is the Strategy made up of the Goals & Priorities?)
If I understand the above, it sounds like a lot of people talking about things and nothing getting done. I hope the process moves along quickly.
There should be clear communication about what IS&T priorities and goals are, and how they relate to

supporting DLCs in executing their functions, tasks, and projects.
It seems to be that this goal of setting guiding principles is a means of implementing the vision. It means little to me. Setting the vision first and then working towards the implementation would be a more clear action plan. At least to me, it makes more sense to work at the highest abstraction and then work down towards the nitty gritty, rather than tackle the middle and go from there.
It's not clear to me how Guiding Principles differ from the Vision itself. Perhaps they are ideological subgoals that go into more detail about the ideas behind each point of the Vision, and can then more easily be translated to specific strategies; in that case I think it's valuable to detail the specific reasons why steps are taken.
This goal is important as it ideally guides key IT decisions that affect all of MIT and the IT services provided to support MIT's mission and vision. These must be aligned for success. It is best addressed by taking the time to gather detailed input from stakeholders, customers, and end-users as to what they value in IT at MIT.
This goal isn't very clear to me, but I think it'd be useful to IT@MIT to have some underlying goals which make it's actions coherent and fit together in a holistic way.
This phrase doesn't seem to mean much. It might be better if it was clear and 'easily understood'
It's difficult to make sense of this proposition without knowing the nature and dimensions of any 'technology strategy'? What does the strategy cover; what does it do; how does it guide?
I couldn't tell you what the "Strategy" means because of the sheer amount of lawyer-speak. If you're after "well-articulated" and "easily understood", how about leaving behind the corporate jargon and speaking plainly?
... what is the "guiding principles," "vision," and "technology strategy?"
In the process of any project, it is <i>*always*</i> valuable to conduct a "sanity check" at regular intervals. As a part of that, guiding principles and vision is an important foundation to ensure that goals have not strayed for core principles.
In my role, recommending IT best practices to the people that I support without the backing of a clear global IT strategy is extremely difficult. To a user base with no IT background my recommendations come off as only an opinion, because other departments employ little or none IT best practices.
I'm not sure I understand the fundamental intent of the goal.
I don't understand the "strategy" paragraph
make sure "well articulated and easily understood" is for end users, not just IS&T staff.
While I understand that this is a foundational step, the statement is a little vague for me to say whether it's meaningful to me. I think if the guiding principles were defined, or the approach toward defining them, I could say with more certainty whether this is meaningful to me.
The details of the implementation plan for these or any goals will determine how valuable the goal will ultimately be. It will be useful to the community to share the implementation plans as they develop.
The goal as stated appears to be a string of words that makes no sense. Since the goals as stated make no sense anything you do can be said to meet those goals. Good luck with that.
IT at MIT is an important shared responsibility. It is crucial to maintain transparency into the process of deleopong services and strategies.

What exactly is the vision for IS&T? Even when I was working for IS&T this wasn't defined in any clear way. Part of me does not understand how you can develop guiding principles if you don't have a solid vision of what IS&T is supposed to do or be. When running Apple, Steve Jobs' vision was to create devices he himself would want to use. The principles in his business that sprang from that, including hard work, valuing your employees and treating them right, not releasing a product until it's perfect, hiring the best people for the right job, evolved into Apple's corporate core values that propagated down to corporate and retail.

Can't tell where you're going unless you have your head up.

"Develop and maintain a set of appropriately vetted Guiding Principles for linking the Vision with a collaboratively developed, well-articulated, and easily understood Technology Strategy for IS&T, and more broadly for IT@MIT" What does that even mean? That's just buzzword-speak -- all fluff, no meaning.

My job and the equipment I support relies on a strong network backbone and support that is easily accessible when there is a problem. The problem is things can change on the network without notice that directly impacts my ability to do my job. Communication with those outside IS&T should be better.

The guiding principles is a great foundation as we begin to develop strategies and roadmaps to get there. It also provides a great reference when conflicting priorities is presented to keep us on track

Not clear what this is trying to say, so can't comment on this goal.

The limitations of our antiquated administrative/academic systems hinder process and product advancements that would really improve information accessibility and utility to students, faculty and staff. There's resistance to discussing these problems with stakeholders, and reluctance to change the status quo even though our needs aren't being met. This survey to collect broader input should help get other voices heard.

Find goals, do them.

There should be sound strategic reasons for each IT project that point both to this Vision and to MIT's Vision, in other words, this goal should give us a clear rubric for deciding whether any particular IT project should go forward, or not, and why.

If this strategy means allowing more individual systems to interact with each other, then this is valid, will have a direct impact, and is extremely important. If this strategy means posting guidelines that people are supposed to follow, but does not include resources and support for integration, then it is important but will not directly impact my work. (Departmental Academic Office) In an ideal IT environment, I will be able to have a single system that is able to access multiple data sources in order to be able to manage student system to perform mission critical activities, such as degree audits for graduation, without having to access multiple systems. The ability to manipulate that data myself (ie, search, export, filter, etc) is critical. I would be happy to give more specific examples in the data services area if you would like more information about the data sources and their use in departmental student administration for undergraduates. brandyb@mit.edu

Cannot figure out what this means. Sounds like Executive Speak for preserving the Status Quo.

It means a set of defined guidelines and best practices for IT across the institute: something that has been severely lacking in recent years. This is critical for DLCs that lack such IT oversight.

It's a very complexly and fuzzily worded strategy. Given that the strategy is supposed to be well

articulated and easily understood, seems like the strategy statement should be the same.
That there is some kind of overall acceptance within the institute on how changes to systems and platforms are going to be decided
The Strategy is unintelligible. Too much consultant-speak, not enough English. The Strategy for IT should be to provide and maintain the goods and services necessary for MIT projects, education, and administration. Failure to use plain English means that the Technology Strategy will not be easily understood, much less implemented.
It's important that we have an overall IS&T vision that everyone understands and a strategy to effectively implement it.
It is great to have guiding principles and a vision but the vision needs to be clearly defined and understood across the Institute before it is implemented. I have seen a few presentations on the vision, in my mind it is not clear nor understood.
As a local IT provider, I'm making technology decisions for my department, which would be better informed with a well communicated set of guiding principals for the institute. Communicating these principals, which should be developed in concert with IT professionals throughout the institute, is key.
Translate teh vision fomr a "50,000 foot view" to a "rubber meets the road strategy" that IS&T can implement?
These Guiding Principles will define the shape of technology at MIT, which directly impacts the projects I will be working on in the next 2-5 years. In other words, if the principles are sound and vetted then the projects I work on will be relevant and influential to the MIT community. The best way to link vision to strategy is by influencing the players: help the next in line shape their actions: put structure and timelines and process around specific measurable milestones.
It will define what type of services and product we are going to deliver for our customer base and the technology we could employ to achieve our goals.
This goal / priority means that IS&T will have a basis for prioritizing work based on guiding principles and vision and help ensure that IS&T is delivering value add services to the MIT community. The vision needs to be visible and available to the entire community and a road map should be developed that shows the specific projects/activities that IS&T is undertaking to achieve this vision. The road map should include a way of measuring progress.
Developing a strategy means having departmental goals and a road map for our department. Putting that together should be done with internal and broader community involvement and with regard to the desired future state of IT @ MIT.
In the rapidly changing IT environment, look for opportunities to enhance MIT's missions through central and shared technology development.
This 50,000 foot view of the Vision may not survive the turbulence close to ground. Many customers will not collaborate on a strategy replacing custom software with packages.
How IT will assist me (as an employee of MIT) in performing my job and assisting the community.
It is one this to develop and communicate a Strategy and a set of Guiding Principles, however the touch part is implementing and adopting the strategy especially when the strategy does not align well with current workflows and processes. These workflows and processes will also need to be reworked.

I see the core of this as giving technology/IT stakeholders a voice in developing strategy and principles for working with IS&T.	
Guiding principles can enable us to be more efficient across MIT (and even within IS&T) IFF they are truly shared across all parties. This will be quite difficult due to the diverse needs of the Institute, but if successful, will result in substantially more productivity and a more useable technology environment for all at MIT. It will very hard if this is only an IS&T effort, but getting other groups to invest effort in addressing this will be difficult as well.	
Guiding principles help to make decisions. When developing a technology strategy and actual implementation plans, there are always multiple alternatives and many different points of view. Evaluating ideas against the guiding principles can help focus the conversation and leads to more strategic decisions.	
This is high level information which will ultimately have a trickle down affect on what I do.	
It is great to have a set of guiding principles and we need to make sure that they are visible, understood and that others follow them where appropriate.	
Number of responses	53

## Service Delivery

*Rationalize, clearly define, and communicate central and distributed IT service delivery roles and responsibilities in order to reduce confusion within the community about who to call for what, and to provide the level of cross-organizational coordination and partnerships necessary for meeting the evolving academic and administrative needs of the Institute.*

Q5: Given your role and from your perspective, does this goal seem valid and have direct impact on MIT?

Yes	76
Unsure	2
No	5
Number of responses	83

Q6: How important is this goal/priority to you?

Not important	5
Important	30
Very important	19
Extremely important (critical)	30
Number of responses	84

Q7: What does this goal/priority mean to you and how should it be addressed?

End users need a clear help path. It should be built that DLCs and IST should work close together with accounts etc.
Certainly, this could be helpful, but I feel like our organization is often on the bottom of the

priority list, even though we have lots of needs for better data management systems.

The IS&T organization and structure is extremely complex and confusing as it relates to reporting, function, and who can help with what types of tasks. Clearer communication and information to the broader MIT community about how to access and use relevant IS&T services would be very helpful.

I'd guess that people usually go to IS&T because they need help with something or they want something, not to browse services. I think people have an idea of what they want, making more clear that they can call the IS&T helpdesk or somehow having the search function of ist.mit.edu take people to where they must go would get them what they want faster.

At the moment MIT's IT services are distributed between different subgroups; this enables a lot of flexibility and independence in terms of services (which is great!) but comes at a cost of it being confusing to community members. To a large extent the Helpdesk is a good way to address this issue, since they can then route issues to the appropriate IS&T team. But as much as possible, more unification of the community-facing side is better. Unfortunately, some of the confusion is due to the fragmentation of IT services--some services are run by IS&T, and others are run by departmental or lab-specific IT organizations (such as Sloan Technology Services or CSAIL's TIG). I don't see this high-level setup changing, but efforts/documentation to direct people to the appropriate place might be useful. (Picture a website that anyone can go to for IT issues, that asks a few basic questions and then links the user to the appropriate reporting place. If this exists already, it should be promoted.)

While this is important, I see it as less important than the guiding principles because MIT is a solution-oriented place and everyone will sort out what they need and where to get it effectively. Clearly defining who does what would be helpful, but the evolving needs will mean that sometimes, by the time it's defined, it may change. It would be better to foster a culture of real collaboration and breaks down barriers of organizational buckets.

I think often there is a lack of communication within departments and a failure to represent who is responsible for certain aspects of MIT's infrastructure. Redirecting everyone to the same place, while a starting point, creates confusion and frustration, delaying productivity and reducing efficiency.

To me, this means clearly defining what is going to be done, by whom, with the overall system being navigable by a typical student.

It seems to mean some update or generalisation of the sort of data compiled at [http://web.mit.edu/info/who\\_fixes\\_what](http://web.mit.edu/info/who_fixes_what)

The most critical part is the "who to call for what". This needs to be clarified, and more importantly, maintained going forward. No more 404 Link Not Found when I'm directed to contact this person for this task please.

This is a big question with no simple solution... I'd imagine there would have to be a collective, supported initiative to define the varied use cases to determine what tools and paths would make the most sense. While I don't have firm statistics, anecdotally I have experienced the "well, who do I call" dilemma on many occasion.

Broadening the partnerships and having more centralized IT platforms for the administrative

technologies would be key.

As a central administrator, it's clear to me that faculty, students, and staff in the DLC's do not - and should not - know who is responsible for what between OSP, VPF, HR, and IS&T. The more seamless their service experience is, the better we will all look. This requires close collaboration and a shared culture of respect between our offices. I have had wonderful collaborative experiences with some IS&T staff, but this hasn't been a consistent experience. When the latter has been the case, I think the problem has stemmed from a lack of clarity around roles and ownership.

This is a valuable idea but in my opinion needs two supporting planks: 1). the capacity to keep the communications current and accessible and 2). the capacity to provide performance and operational metrics along the way. The community needs to be able to rely on a common framework, language and points of reference.

Again, I am not sure what you are going for here. Reducing confusion is a good thing. Is that what you are going for?

I believe that it is already clear where these boundaries are and who is responsible for servicing issues.

As a former member of IS&T I have had the advantage of knowing who to contact for what issues. Otherwise this knowledge doesn't really appear anywhere and unfortunately is not accessible to the Institute Community at large. From my experience working with DITR it was clear that the areas relied heavily on us to know who to contact for what to get issues fixed. Right now the best clearing house for information still appears to be the Help Desk. It's who I call if I don't know who to contact for information. A self-service model will only work if who-does-what and who-to-contact-for-what are clearly and easily defined over the web.

As someone responsible for the web site of a large department on campus, I feel there is a lot of confusion and overlap between central IST services and local services. I also feel more central support would save a lot of MIT's money - many of us don't need full-time experts in certain areas of IT, but current central services offered are not sufficient. I think progress is being made in these area (like the Drupal cloud service, upgrade to the Confluence wikis) that I would like to see continued.

If I understand correctly, this is saying we need to be sure people know who supports what. When people call the help desk, they usually get transferred to the right place.

If you haven't had much interaction with IS&T, it is confusing to figure out who to contact when you need help and calling the help desk is painful.

I think it is important for our customers to know how to request for service, what the process is, and what the expectations are. It is equally important to have basic project processes in place which encourages consistency and planning.

It is very confusing to know who/where to call for help. It would be a great help if this was clarified. Also, I think it's more than just knowing who to call, but training people on how to manage customer expectations. I am very surprised at the lack of professionalism in the IS&T help desk. They are nice, but really don't understand their customers very well, and are therefore unable to be as helpful as they could.

This seems very organizational and administrative. I hope that another goal is actually running services, such as the athena.dialup.mit.edu machines.

This goal appears to me to be responding to all users. If all users (end users, DLCS, administration, IT providers, developers, etc.) can find the service, use the service, and get the service fixed/changed when needed, then we are providing good "service" to the community.

Understanding who the key players are for each system, and encouraging collaborative interfaces that actually talk to each other would ultimately save everyone a lot of time and effort, and eliminate many errors that inevitably happen due to data entry into multiple systems and/or reliance on students to navigate (sometimes un-necessarily) complex systems.

Specifically to the Needs of the computing infrastructure that is not under the 18.x.x.x. network

Sounds like more Corporate speak. IS&T should focus on being more like a trusted partner rather than making MIT comply with IS&T's own confusing internal structure.

Presently, no one knows who to call for what, short of "calling the help desk," which leads to an endless game of phone/email tag.

That there may be hope that IS&T will be given the resources and leadership that they need to be supportive and helpful to MIT's technology users (i.e.all of us).

Our user community has a pretty well defined communication for the services our department offers. Not sure if they understand IS&T as a whole and who they should call for which services.

This means that the determination of what is centralized versus distributed must be discrete (separate, distinct, consisting of individual parts). If it is not, people won't know how to do things. This determination must be clearly stated -- who does what, and where, and how to reach them -- in order for academic and administrative needs to be met in an efficient and timely manner.

The delivery of services to the MIT community is extremely important to our customers. We need to make sure we collaborate with all IS&T organizations to efficiently meets the need of the Institute.

IS&T does not operate as one organization, it is very silo-ed. There is no clearly defined processes especially around governance including prioritization, project structures, support/enhancements. A PMO should be put in place to oversee projects and a more structured support/enhancement model. Resources should be reviewed to determine if the appropriate number of people including their skill set are deployed in the correct organization.

As a longtime staff member with positive relationships throughout the IT community at the institute, I often know who to call for issues (but not always). Newer and less "plugged-in" staff members often are confused about who to call for IT services.

Too often, unless you know who to call in IS&T, "you can't get there from here". Too often the various IS&T silos don't cross communicate effectively enough for all to know who the appropriate contacts are and are able to guide the individual to the right person. Because of the historical lack of response, or a timely response, we often find ourselves by passing the 1st and or 2nd tier and go to the area leader to get answers. And again, there is a definitive lack of communication from IS&T to the IT community for both problems and solutions.

Make sure the MIT community can easily contact the correct people for assistance, and

efficiently re-direct or transfer them if they miss on the first try.

Improved service delivery channels mean more signal, less noise: efficient communication into and out of our organization. We need one single message and one single contact address on each channel, be it telephone or web or email, with a well-defined means of categorizing and routing questions and incoming work.

It means we need to have a well defined set of services IS&T offered and a model that customer and IS&T employees can follow to provide and obtain support. To address this, we would examine and improve the existing service models and the communication to the community on how they could get the services from IS&T for services IS&T support.

Each AD area within IS&T has different processes to fund and manage work. This causes confusion with the community as well as within IS&T. Defining processes of how work is accomplished and who is responsible for the work will help eliminate confusion with the community and within IS&T.

Defining central and distributed service delivery roles means not only that people will know who to contact but that there will be fewer sticking points in communications around IT. Since it is an evolving need, a process for updating the services and coordinating groups will be useful.

In addition to providing basic services, IT should, on its own or through partnerships, provide more cutting-edge services on an experimental or developmental basis.

Meaning: Replace informal interactions between customers and IT professionals that they know with a formal process of reporting requests/issues and prioritizing/assigning that work as deemed important. This may increase an orderly approach to work assignments but at a considerable cost in overhead and time to completion.

Give staff clear direction, who to call for needs/training or other IT related services ~ whether this is an IS & t staff member or other.

While this is important to me and my customers, there are many labs and DLC's within MIT that don't use IST services or only use a small number of IST services. Clearly defining and communicating IT roles for IST is one thing, however trying to do that for all IT at MIT is another and more challenging strategy as you will also need to include the NON IST IT support groups in the communication.

This may be the key issue for us. I would like to figure out the optimal mix of what my group should be doing and what we would like IS&T to do.

I think this is a good idea. It has not been a big problem to me, but I can see where some people have difficulty in knowing how to access IS&T services.

The community should know what IT resources are available to it. At the same time, it should be clear what services are not officially provided. Otherwise, the community may be expecting a service from IS&T and have a negative impression of us because that service is not provided or is provided poorly.

Knowing who to call, who supports whom is essential for both the user at issue, and those who provide infrastructure support. Coherence across MIT seems to be key here, however I realize being a highly technical institute there are many area that value independence but even so highly "siloeed" IT seems overly redundant, confusing, and frustrating to end users and support staff.

One help-desk, one desktop support team, one email platform would go a long way toward unifying end-user experience.	
Critical to the supportability of future roll outs/ deeply unclear on how this could be managed in an environment as decentralized as MIT.	
It will be essential for people to understand how to request IT services.	
It will be important to understand the partnerships and roles especially across the areas such as IS&T, the Office of Digital Learning and the Libraries.	
Number of responses	51

## Cultural Alignment

*Embrace the use of commonly accepted and emerging application and integration platform services in culturally-friendly ways, by providing and supporting innovation-enabling open APIs and data access tools that can be easily leveraged by MIT's diverse community of IT service providers and consumers.*

Q8: Given your role and from your perspective, does this goal seem valid and have direct impact on MIT?

Yes	66
Unsure	2
No	16
Number of responses	84

Q9: How important is this goal/priority to you?

Not important	8
Important	30
Very important	24
Extremely important (critical)	18
Number of responses	80

Q10: What does this goal/priority mean to you and how should it be addressed?

Students and researchers need access to MIT's data for operational and experimental reasons. This should be made available.
Cultural alignment is extremely important, as any technological solution that is misaligned invariably fails, damaging trust and relationships along the way. The description of this goal focuses on specific technological approaches, and it's not clear to me whether those approaches are good/the best ways to address cultural alignment. Also, the goal should address how to ensure cultural alignment in situations where these approaches aren't applicable (or where the

switch-over to these approaches won't happen soon).

Anything to allow us to develop or modify data collection, management, and reporting systems and take advantage of centrally collected information about personnel, buildings and rooms, etc. would be highly useful.

I like the idea of allowing DLCs to bring in outside contractors or vendors to help assist with development/support of particular modules or aspects of the technology we use, but also want to emphasize that not every DLC may have the capability (e.g., funds, expertise, time) to do it completely on their own, either. So while this is a great idea, I would not want it to completely supplant existing development and support.

It would be great for MIT's community to have greater access to data on the environment in which they work. I do not see what is meant by "culturally friendly" at all. Does this mean that IT resources can be used by anyone regardless of origin or upbringing or that it should be easier for people of diverse technological backgrounds to use?

At the moment, many of the "commonly accepted and emerging application and integration platform services" are moving toward an always-on, cloud-based, mobile model. (People are using Gmail, Google Docs, Dropbox, etc.) People are going to use these no matter what, so opposing them will make you no friends. At the same time, they pose large inherent risks, since people's data is no longer at MIT. I don't have any good suggestions for addressing this. To some extent this might be done with competing services (e.g. a Dropbox-like client for AFS, that does the right thing with permissions to make it easy to store/securely share data using Athena), but I don't know of good solutions.

This is a terrific goal and very important for the community of developers in our midst. However, some factions of MIT are not developers, so they may need a different set of assistance in using these APIs.

Having support for new tools and applications is important. For example, the university I'm going to be going to for grad school has very little in the way of software license agreements, or even infrastructure for harnessing free tools (e.g. they don't have something like SIPB's scripts.mit.edu -- they only allow hosted websites built from pure HTML). It's important to me for MIT allows me to harness the most powerful tools for getting things done.

Make it easier for apps liker picker/planner and courseroad to be created

I do wish that you would write these objectives in plain language, rather than wilfully obfuscating them with undefined terms such as "application and integration platform services" and perhaps by supporting them with examples. With that said, I'm all for open interfaces and tools.

Once again, the corporate-speak. Leave out the jargon, and tell me plainly what it is we're after here.

APIs and other innovation-enabling tools separate raw data from design, platform and other unnecessary restrictions. It think it is critical for this to be a widely adopted and supported way of managing data.

Once again, I'm not completely sure what the goal describes. Are you saying that you embrace moving from a silted service model to one that is more integrated? In which case, I'm for it.

cutting down jargon and simplifying things for consumers of IT services who don't understand

the language of the IT culture

What's an API? You've lost me. You haven't written this for MIT staff who aren't tech savvy, have you?

It's critical to be mindful of the diversity of our users' processes and their comfort with technology. Change management is challenging here in part because this is a culture of choice (how do we meet everyone's needs without customizing ourselves into a corner?), yet many of our users (especially administrators) are intimidated by technology. Some of our users have been burned before with system implementations that were supposed to make their jobs easier and didn't. They're also wary that they'll have to live with the new system as is permanently because we don't have a good model for continuous improvement due to limited resources and changing priorities.

While valuable as a vision statement, the successful implementation of this goal really depends on the development of a communication framework that doesn't exist today. That framework should include the equivalent of a searchable resource repository that catalogues the practices, programs and tools created/deployed successfully within the DLC's, IS&T and the community of local developers. There is a lot of talent at MIT and no way currently to showcase 'shareable' products.

What is a culturally-"unfriendly" way? Have you been doing this to date? Again I am not sure what you are trying to say.

This is a great goal and I hope you expand it to allow users access to data kept in SAP.

Standardization appears to be elusive in IS&T and creating an infrastructure that uses standard systems used by every other corporation or education institution appears to be a challenge. MIT still doesn't have a firewall, a critical part of nearly every business entity in the world and something our community clearly needs to protect our PIRN. As a system tied into everything, Moira continues to be a bane that won't go away. Nearly every data system touches Moira in some way. This reliance on ancient technology has in my opinion held back the institute technologically and requires custom modification of all new systems to work with this database of the ancients. This requires customizing nearly every piece of software developed or commercially purchased. Reliance on proprietary systems that requires modification to older proprietary systems is in my opinion, expensive, less reliable, and leaves us far from the cutting edge. I often feel IS&T is spending most of its time playing catch up than innovating.

It means that IS&T should focus on infrastructure to service provision through APIs, as opposed to closer services

This would be nice to have, but the assumption is that the community will know what to do with these tools once they are given them and I find this assumption to be dubious at best. Even among the people who have the skills, the question is whether they will be interested in using them when they have grown used to having IT do the work for them.

- Stop using proprietary, closed source things as backends -- these are hard to interface to.

The old MIT can do it better mantra has to go. We have critical systems such as MITSIS that are so outdated and non-user friendly. MITSIS is a perfect example of a system that has been so modified and made so complicated than the original product it was based on that it impedes

<p>integration with current non-MIT IT developed IT products. The products could help MIT be at the front of technology and not behind everyone. Holding on old legacy systems just because the belief is that we are so different then every other higher education institution is just stupid.</p>
<p>Will hopefully allow us to create more of our own applications</p>
<p>We believe we can always 'built it better' and tend to bypass readily available tools in favor of building the perfect beast. That works until the person who built the wonder product leaves and the tool is left to wither rather than continually improve. We should look for ways to streamline some processes, and maybe do away with some our idiosyncrasies to gain more efficiency, flexibility and utility.</p>
<p>Providing platforms to enable the MIT community to innovate further is critical.</p>
<p>At MIT, we do not mandate, we gain consensus. If this goal is about trying to lead and gain consensus on inter-operability standards that will improve data access for all users, then it makes sense that IS&amp;T should be leading that effort and finding ways within IS&amp;T to make accepted API development the norm.</p>
<p>I interpret this as giving me tools to view and manipulate my data. That would be awesome, and the new Cognos Student Data Reporting Group is a great start. They have done fantastic work so far.</p>
<p>Unfortunately, in the past, every IS&amp;T team assigned to evaluate an emerging technology took so long to do so that the technology tended to be mature or obsolete by the time IS&amp;T's recommendations are published.</p>
<p>I would love for IS&amp;T to be more engaged in recommending software, especially open source software. It's the wild west out there and MIT owes it to the community to make recommendations that can improve work, but also maintaining the security of computing on campus. The current policy of radio silence is utterly unacceptable.</p>
<p>I'm not really clear on what this says, and I don't really have the time to parse it.</p>
<p>It would certainly make our role a lot easier if we don't have to customize everything and we can use things "out of the box".</p>
<p>Ditch the nonsensical adjectives and the goal sounds great. Basically, you give people the building blocks, you create an easy-to-use interface for those with fewer IT skills or common needs, and you make the rest customizable for advanced users or those with specific needs.</p>
<p>The IT industry is offering more APIs to the community. We need to evaluate which of these are a good fit for our environment and make them available to the customer.</p>
<p>Unsure of how this approach will work in reality. Will there be a governance structure on building the applications? How will a central department support functional applications pertaining to their area of expertise if they do not have any knowledge and/or influence on the application? Seems that you cannot provide customer service to an application that you are not familiar with.</p>
<p>MIT has a culture of independence and diversity, which is often reflected in how IT work is performed. Tools like this should be easy to access and utilize and support the IT landscape that current exists.</p>
<p>Remains to be seen how these will be leveraged and in what cases.</p>

We should start evangelizing the API strategy and gather use cases from our community constituents, as soon as possible, and learn more about how to help them get their jobs done.	
It impacts the services I am going to develop.	
Using what is in the market and coming to the market at MIT in the MIT way is what that means to me. It should be address by building the infrastructure to run those tools.	
MIT IS&T should be comfortable in a range of working relationships with DLC supported IT groups or other community entities.The goal should be to meet the wide range of requirements through a mix of central and distributed services and for that mix to evolve based on collaboration and cooperation.	
I don't know what some of this means. "culturally-friendly ways"? This is not a new idea. There have been efforts for years to provide institution-wide information through the data warehouse. I'm sure that improvements in the tools for accessing this information are implemented as feasible.	
I don't feel this goal/priority is one that necessary applies to me, in my role on campus.	
I believe that open tools are better than closed proprietary tools, however there has to be specific workflows or governance surrounding who can change data in our systems of record, and that governance must be worked into the adoption of open apis.	
Because of the somewhat unique nature of our work here at the Press, most--if not all--of our software development is focused on our systems. These are production and business systems unique to book and journal publishing.	
This is a common goal and one worthwhile pursuing. However, one size fitting all means that it will fit some better than others. I.e. don't hide features just because they are not all all platforms.	
Sitting close to the core infrastructure layer i'm not sure how platforms and open API's mesh with the physical network, or core services like directory, email, or authentication. Perhaps we are already a platform?	
Communication will be the most important part of making this happen. Generally people resist change so the changes will need to be clear and shown in a simple understandable way to have people embrace rather than fear the changes.	
Moving in this direction is a great idea. It will be great if we find areas like CSAIL, Media Lab and Sloan building APIs and interfaces that then can be shared with other areas of the Institute who do not have the resources or the ability to build any themselves. This will definitely reduce the overhead to MIT and free up cycles in IS&T as they would not have to develop the same type of things for the smaller DLCs.	
Number of responses	50

## Leadership

*Transform the internal IT governance and advisory structures and processes – improving transparency and consistency in decision-making; giving appropriate voice to key stakeholders within the MIT community; and*

facilitating the cross-organizational leadership and partnerships necessary to address the IT issues impacting our ability to evolve rapidly.

Q11: Given your role and from your perspective, does this goal seem valid and have direct impact on MIT?

Yes	74
Unsure	3
No	7
Number of responses	84

Q12: How important is this goal/priority to you?

Not important	7
Important	24
Very important	24
Extremely important (critical)	26
Number of responses	81

Q13: What does this goal/priority mean to you and how should it be addressed?

There should be DLC reps attending IST meetings to help guide the necessary decisions at times.
This would mean that the process for getting technology projects approved and funded would be clearly defined and widely understood; if there were alternate processes, it would be clear in which situations these applied; it would be clear whether/how these processes applied to technology projects not owned by IS&T. It would also mean that systems with many business owners, like Atlas, would have clearly defined governance structures that involved people close enough to the business to understand the implications of proposals. (I realize this requires cooperation & commitment from business owners, so it's not all under IS&T's control.)
Useful if the voices of support organizations are given sufficient weight.
Currently, there is an incredible amount of frustration with the speed at which projects, tasks, bugs, and enhancements are handled. There are issues that have been backlogged in the queue for unimaginable amounts of time - some over 5 years - often due not to any deficiency of the staff, but rather simply not enough staff resources available to do the work. MIT and IS&T need to be way more responsive and agile to respond to the demands of an ever-increasing reliance on technology in a university workplace setting. Often, it's not clear why or how various items are being prioritized over one another, or why something takes so long to get done.
It would be great to see what IT at MIT is actually up to if one is so inclined.
I don't have much to say about this goal. Each of the points sounds like a good goal (it's hard to argue with things like "improving transparency and consistency in decision-making"), but I don't have a strong feeling about what this means as a whole or how to address it. Knowing a few people who work in IS&T, I worry that "Transform the internal IT governance and advisory

structures and processes" means "yet another reorg". If such a reorganization is truly necessary to achieve these goals, so be it, but it's not clear to me that the current structures are insufficient for these needs.

I have always wondered why MIT does not have a CTO. We need strong leadership that looks across the Institute at our technology trends, decisions, and goals. Also, give the users a voice.

Talking between groups is good, especially since there are also groups like SIPB involved.

Rendering governance transparent, consistent, representative and collaborative sounds all good in the abstract, but the devil is in the details. What do people think needs to be dismantled, and what created, so as to implement this goal?

Finally, something that makes sense. Yes, we should make government and processes more transparent. This can be fostered by allowing earlier access to important documents for feedback - as risky as this sounds, it is surely the best way if said documents are clearly marked as "Works In Progress".

Make sure IS&T employees know who to turn to for various aspects / issues.

Being on the edge of technology requires knowledge and risk. Informed leadership is crucial. Risk for the sake of risk is not helpful. On the same token, consistency for the sake of consistency is also not helpful. There has to be a human balance -- a way of weighing all the variables to make the best possible decision with regard to both short and long term implications. There also needs to be a balance with transparency and evolution. For example, some may define policies to achieve transparency that have a clear and significant impact on the ability to quickly evolve. One should not be forsaken for the other.

the input of front-line IT leads and managers are critical to meeting service delivery objectives of the institute.

This is the most important thing you can do.

This will work well if the leadership and partnerships include those who are in the IT trenches as well as those managing the vision, strategies and operations.

Make IT leadership responsible via a democratic form of governance.

This is a great goal but you must be aware that the majority of the people who serve on teams and make decisions are part of IS+T or are the same people who serve on every other committee at MIT. You need more people from the research organizations helping make these decisions.

The perception of many in the community is that historically the leadership in IS&T has appeared weak, indecisive, and does not appear to have authority or stones to mean anything it says. A good example of this is the IMAP servers still working beyond December 31st 2013 when IS&T had been telling the community they would stop working end of 2013. In my time at IS&T many of us got the feeling that the IS&T leadership was behaving risk and responsibility averse. Where's the new backup software? Where's the MIT firewall? Why hasn't IS&T corrected the old web pages on its website? Why is it still recommending old printers on its website when in person IS&T is saying ignore those pages? It really actively looked and felt like there were elements in IS&T who were busy looking for reasons not to do things. In my experience, if you're looking for reasons not to do something, you will always find it.

Again, a great goal. At the moment, things are just horrible in terms of communication, but the place seems to run (don't ask me how). Can it go on like this? I suppose.

To me, this means making sure students (and the rest of the community) have a greater voice in IS&T's decisions. For example, the horrible series of miscommunications that led to MIT switching to Exchange servers despite the IT Governance Committee's objections should never happen again.

Out here at Haystack Observatory we virtually have no voice because it is hard for campus to remember there is a part of campus 30 miles away.

Making IS&T more a partner to other departments at MIT would help. Often it feels as if MIT IS&T behaves and make decisions as if it were a separate company offering services to MIT.

We will have more of a say in the systems that are being developed.

Ensure that subcommittees membership fully represents the broad spectrum of their areas' key stakeholders. Make sure that a few key people with vested interests aren't dominating discussions and decision-making or tamping down differing opinions.

Community involvement is good.

As with Goal I (Strategy) this goal appears to me to be about increasing communication and clarity about what projects are built, how they are built and why they are built. If we have agreed-upon ways of understanding what will help the institute and why, it will be much easier for groups to collaborate on IT projects.

It is very frustrating to hear the words, "We are piloting this thing that you have desperately wanted for the past 3 years (or sometimes decade), but with some other department, and you can't have it for an indeterminate number of years, or maybe never, because it's still under development, and you departments are too inconsistent for us to give it to you all." I understand the argument, particularly about inconsistency between departments, but if a new system is in such demand that everyone wants it, maybe the development of that system could be prioritized and put on a fast track? At least give us a focus group to collect and consolidate our ideas of what we want from the Tool We Can't Have, along with a development timeline for releasing the Tool to the departments that want to use it, so that we feel like this might someday become a Tool We Can Have (maybe even in our lifetime). This comment is specific to student information systems.

Sounds good... but IS&T has a history of squandering resources on projects that have good intentions but cannot deliver on their intended value proposition because of lack of end user support (Drupal Cloud) or terrible usability (Thalia, Jira, MyMIT).

This isn't an IT problem, it's a political problem. The "appropriate voice to key stakeholders" is the current problem! The smaller DLCs are governed at the whim of the largest stakeholders or power brokers on campus. Perhaps you should consult the Federalist Papers to consider the compromise struck to prevent the tyranny of the majority over the minority (ie the Senate with equal representation versus the House of Representatives with proportional representation). My voice means nothing at MIT because I am not a "key stakeholder." In my estimation, unless a balance of perspectives is struck, nothing will change with this new vision because the direction will remain hijacked by a few "key" players.

<p>My only concern is the "key stakeholders" phrase. Not sure who they would be in a given situation, and I think often those who are considered key don't always know what is best the right thing to do for the community as a whole.</p>
<p>Need the support to help make decisions about modifying business processes rather than customizing code, or building from scratch.</p>
<p>Leadership is practiced, not stated. Case in point: "giving appropriate voice to key stakeholders within the MIT community" can mean, "ignore them because we know better," "listen to them and then do nothing they say because we know better," or it can mean that there is a rational basis for determining the appropriate level of "voice" and who is "key" (and then practicing that valuation, appropriately). I presume the latter is the intended statement, but the way it is stated does not engender a perception of "transparency".</p>
<p>I don't feel I have a leadership role and therefore don't have much of a voice in decision making at MIT.</p>
<p>The governance process should be well defined, communicated and consistent. It should not be a guessing game of how projects are approved. This should also be true for support/enhancements. Part of the governance structure should include resources to determine that we have enough and the appropriate resources to complete tasks. Seems that there is a core group of folks who were are dependent on to complete all tasks and others not sure what they are working on.</p>
<p>The IT governance and advisory structures have been in flux for a number of years, leading to confusion and inconsistency. Clear, transparent structures with representative (including the administrative community) memberships are necessary.</p>
<p>There needs to be stronger and more equitable partnerships between IS&amp;T and people directly involved or responsible for IT in the various DLC's.</p>
<p>I can't figure out what change this would entail.</p>
<p>This strategy will ensure that IS&amp;T is hearing clear communication from our constituents in the community, and ensure that we are part of our own customer base.</p>
<p>It means we will have more information on the priority of the services we are going to develop and support. To address this, I think it will be helpful to have more information on how the decision is made to develop/support a certain service.</p>
<p>This means that the people that need or use IT service the most can and should be a driving voice in that conversation. Involving the IST people in the community's work and involving the community in the work of IT would facilitate that.</p>
<p>Decision making should be collaborative, not dictated top-down. Communication throughout needs improvement. All this however is in conflict with the ability to "evolve rapidly".</p>
<p>This goal means that decisions should not be made in a black box - without end user involvement by those impacted by the decision.</p>
<p>I am not involved with the current governance committees as I am two levels below the process. I rarely receive feedback on what is discussed.</p>
<p>I have not been here long enough to experience major changes (e.g., the move to Exchange, which preceded me). If the Institute were to begin looking at a major change like that, this goal</p>

would be essential to giving technology stakeholders a voice at the table and visibility into how the decisions are being made.	
Openness and transparency will aid a great deal in achieving the goals of IS&T working together with the rest of the community. Efforts like switching everyone to using Exchange (or VoIP) should have had more input on the effects to the users and how to mitigate them.	
Decisions are made in a thoughtful manner. Vision and directives and actual work to be done line up. Maintenance and ongoing support of existing customers should not be neglected in favor of more exiting initiatives. A balance must be struck.	
Decision making at MIT within the IT space is currently very difficult to work within. Alignment of resources to priorities in any strategic way is nearly impossible in the current structure.	
Leadership is critical at all levels to make this acceptable to the entire community. Leadership has to put forth clear and well defined long and short term goals and include the details as to how to achieve these goals.	
Governance done right will help support and move these types of transitions in the right direction. If the governance committees and others across MIT really support this direction and decisions and can speak on behalf of IT@MIT, then the community will begin to accept these changes too. Also once areas of the community begin to adopt and see value in this approach, they can become evangelists for the work and advocate to the rest of the community.	
Number of responses	49

## Talent

*Retain and attract top talent; strengthen project management competencies; and expand externally-facing IT leadership roles and capabilities.*

Q14: Given your role and from your perspective, does this goal seem valid and have direct impact on MIT?

Yes	77
Unsure	2
No	5
Number of responses	84

Q15: How important is this goal/priority to you?

Not important	8
Important	19
Very important	28
Extremely important (critical)	29
Number of responses	84

Q16: What does this goal/priority mean to you and how should it be addressed?

Some preferred IST vendors brought in are too comfortable. Their work level is poor. Therefore our projects suffer. Example the wiring vendor uses beige outlets everywhere the plans call for all white.

What's missing here is to strengthen \*people\* management competencies. There's still too much misery among IS&T's generally quite talented staff, due to management decisions that sour the work environment.

I think talent is important if the qualifications of the talent meet the needs of what we are trying to do. To me, one of the biggest needs for support organizations at MIT is better access to, and systems for collection and use of data about MIT operations, etc. Of course, faculty, etc., may want another type of talent and expertise for a different purpose.

IS&T has lost too many good people

Of course, quality staff and leadership is essential for executing quality work. At a world-class institution like MIT, with the level of talent we have among our students, faculty, and researchers, and given our reputation, this is even more important.

What is meant by "externally-facing IT leadership roles and capabilities?" Is the purpose of IT at MIT to serve the MIT community, the greater Boston area, nearby universities? What problem would be solved, what goal would be reached by attracting top talent rather than training people to be top talent?

Top talent is good, and it's hard to attract when there are better-paying opportunities elsewhere. I guess an idea here might be to emphasize the experimental/development/laboratory role of IS&T--it's not just an IT department, but the organization that ran Project Athena, employed Watchmakers, and designed many of the systems in the 1980s that became foundational. If IS&T becomes a place where people design the systems that become foundational in the 2010s/2020s, top talent will be attracted to that--but that also means you're competing with the likes of Google.

Absolutely! Please foster more external collaborative, transparency, and listening skills - not just technical. We can easily attract technical talent, but it is not effective if not touching base with our community stakeholder and consumer needs.

The top technical institute should be run by the most competent individuals. The individuals I have met in IT have been extremely intelligent and competent, but it is important to continue to attract young talent to create an environment with a variety of experience and expertise.

Finding people who can get things done

What it means is that I/S needs to keep bright programmers and project managers around and appropriately engaged, whilst avoiding becoming (any more) top-heavy with management and affording technical staff the freedom to take initiative to recognise and to solve interesting problems that are relevant to I/S's role within MIT, and to MIT's role within academia and the wider world.

We need people that are good at their jobs. We need to keep the people that are good at their jobs here. That's what this means. The answer is simple, and complex at the same time, because the answer is money.

Big ideas require fantastic brains that are in it for the long haul. While stability is attractive, stagnation is deal-breaker. The best talent likes trust and challenge. They like to be engaged and excited. They like to be surrounded by other great minds. Any other environment will retain the wrong people.

The people are what make MIT, and they are what make IS&T.... good people, smart people, hard-working people.

Years ago, with DITR, we had the same person helping us 2x/year for several years. He really got to know our staff and needs and usage. That was a real help. There's a learning curve every time we get a new person visit from IS&T.

We need to make decisions at a leadership level about how projects should be managed - particularly when these have central offices involved. There is a lack of consistency in how we handle projects at MIT and roles are not clearly defined. I have worked on projects where this posed a threat to the success of the project and have heard from community members that project management skills are lacking in certain areas of IS&T. Having worked on IS&T projects, I can say that there is a lot of talent, too - it's just inconsistent. As a central office, we have gotten push back from IS&T that things simply aren't possible rather than being given options to solve the business problem, and we've been told that we aren't customers of IS&T even though we're the stewards of the processes that IS&T systems support. There also seems to be cherry picking in terms of what IS&T agrees to support and how. We don't know what to expect from project to project.

MIT's IT community would benefit from regular involvement with peer schools' IT and IS communities. There is benefit in creating a forum for sharing technical solutions, training and professional development ideas across similarly challenged organizations. I believe that more involvement with peer schools would strengthen the commitment to improve process and project management.

Pay them more, buy more infrastructure.

You have a lot of talented people working in IS+T who are dedicated to MIT, many could easily get higher paying jobs outside of the Institute. Keeping valuable talent while still being innovative is challenging.

When I worked in IS&T this would have been extremely important. Attracting and keeping talent is especially critical at MIT because of the specific knowledge required to work at MIT and when good talent leaves, that knowledge disappears with them. There are a number of extremely talented and competent folks in IS&T that I am happy to see are still there and still or are now managing the customer service and distributed IT sides of the equation. Prior to Pat Sheppard expertly taking the reigns of DITR, the unit hemorrhaged a lot of veteran talent under the old administration because the perception in the community was that IS&T was not listening and adapting to the needs of the community and was not willing to give them the support it needed to successfully function.

MIT should be an example of world-class provision of an IT infrastructure.

Talent is overrated. What people can produce is under-rated.

IST has had some good initiatives in the past that seem to get bogged down by a lack of

leadership and project management - it could also be a lack of resources and time to focus on those projects, it's hard to tell from the outside. Two initiatives that are currently or promise to be directly helpful to my department seemed to take forever to get going or make happen- the Drupal cloud sites, and improving the Confluence wikis.

Hiring good people -- this is kind of a no-brainer. I don't think this counts as a "goal".

With the last IS&T lay off a few years ago, all the middle management got dumped. IS&T has some really great people but unless they feel like they have a chance of advancement and to be challenged, someone else is going to steal them away.

I think consistent project management will deliver more consistent expectations. It will also foster an environment where planning, communication, deployment, and business value is also important.

Hire more qualified people, but be sure they have the support and backing to make some much needed changes.

We've worked with several effective, talented staff at IS&T (especially the outstanding Lizz Hemrajani). Strengthen internal IS&T communication and make people more accountable to PMs. Create a cadre of PMs to manage outside vendors so that IT projects don't get backlogged, and so that vendors are rigorously vetted and held accountable for deliverables.

I am a developer and help hire other developers. Developers want to be able to code, so they need strong and agile project management, a robust development environment with Continuous Integration, clear paths to decision making within their projects, and clear career paths. They hate waiting. Developers do not like waiting for multiple groups of people to make decisions that affect their code and they do not like waiting for complicated manual testing and release procedures. If we want to attract and retain the best developers, we need strong Agile processes, access to decision makers (the business owner), Continuous Integration tools, Agile tools and clear career paths.

Of course retaining and attracting talent is important - our systems are only as good as the developers and administrators. I'm not sure what "expand externally-facing IT leadership roles and capabilities" means... is this communication oriented? Customer services oriented? I would not want to see a disproportionate amount of the IT budget spent on middle management when it seems that new development really needs new developers to produce/update the IT systems that are in demand.

IS&T should beef up end user support and be less territorial and defensive about what it doesn't do well.

I think a larger issue is the retention of poor talent. I hate dealing with IS&T because of the institutionalized arrogance beholden within. This is not a blanket statement, but an overwhelming conclusion based on my 9+ years at MIT as a systems administrator in an academic department. The problem isn't necessarily retaining top talent, but getting rid of the dregs and blunders you already have! There are way too many complacent individuals in IS&T who's arrogance and intransigence prevent real progress. I can't tell you how many emails I've sent to individuals in IS&T only to receive no response. It's like you need to send 5 emails to be taken seriously.

Not sure about the "externally-facing" piece, and why that's grouped in with the other 2 pieces.
Not sure how it should be addressed, but talented individuals certainly make my life easier to get projects done and allows me to focus more strategically.
This is good.
My group is very busy so I feel we need to retain and hire more people.
A review of all IS&T resources should take place. We need to look at the number of resources and skill sets to determine if we have the appropriate staff to carry out tass.. If not then people should be redeployed (and trained) to help support the Institute. We also need to look at moving technology forward and not have the "that is the way we have always done things" attitude.
Historically, there haven't been consistent approaches to retaining talent in the IT areas. These goals should be applied throughout the institute, not just within IS&T and the approaches to achieving these goals should also be applied throughout the institute.
IS&T has lost a lot of headcount over the years. As a result the remaining personnel are doing what they can to just keep the trains running. IS&T needs more staff. Cases in point, there are relatively few people responsible for the win.domain and the Exchange environment. The entire win.domain needs to be revamped to be more like what it was meant for and not customized to act like Athena. First we're told IS&T will be able to push out software via the domain. Then that didn't work very well. As a result local departments have created an SCCM to handle machine management. Why is this centralized? Similar on the Mac side, many departments have had to acquire their own CASPER systems for computer management. IS&T can't keep up with the administrative computing needs of MIT, therefore individual DLC's need to find their own solution.
Having the best people on your team is always important. I'm not sure how to attract them, but it's worth noting that excellent communications skills are as important as technical skills.
Simply put, attracting and retaining top talent will keep my best colleagues and me at MIT. It's a cycle: First we need to be known and our skills/talents/interests acknowledged. Then we need to be assigned to relevant and mission-critical projects. We need to see the projects executed and our work valued by our customers, which helps us be known.
It means we will increase our capacity to better serve our customer. To address this, examine the existing benefit package and compare it with that of other companies.
That goal seems well defined. Initiatives to do those three things should address them.
Top talent expects not merely compensation but the freedom to innovate and influence outcomes. Recent changes in IT have restricted talented people to narrow, confined roles, and squashed innovation - driving good people away.
When strong, talented staff members are able to stay on board - they can move many things forward. When teams are in flux (as a result of turnover) things can not be addressed efficiently or quickly. More projects can be completed timely with solid, long-standing and developed teams.
Continue to back-fill positions when individuals leave MIT.
Obviously we want the best possible people. I have to say everyone I've dealt with at IS&T has been great, so I certainly don't see this as addressing any shortcomings.

It is critical to get "new blood" and not just rely on the same old talent.	
Without top talent and good project management skills, you might as well forget about doing anything. It will cost more money and the customers will be unhappy.	
Much improvement has already been made in these areas. I would rewrite this goal to indicate maintaining a high level instead of increasing the level.	
We need to deepen our talent pool across administrative areas in order to bring the capabilities forward in a way that leapfrogs rather than incrementally changes.	
People are what gets things done so you better find and retain the best so that you can rely on them to consistently produce the expected output necessary to move IS&T/MIT constantly forward. You must also constantly educate them to keep them current because things change so quickly in the IT world.	
Number of responses	52

## Communication

*Ensure IT service and project communications are well coordinated, effectively managed, accurate, consistent, timely, and responsive to the diverse information needs of the community; and create the infrastructure and partnerships necessary to support the growth of an active community of IT service providers.*

Q17: Given your role and from your perspective, does this goal seem valid and have direct impact on MIT?

Yes	79
Unsure	1
No	4
Number of responses	84

Q18: How important is this goal/priority to you?

Not important	5
Important	26
Very important	24
Extremely important (critical)	29
Number of responses	84

Q19: What does this goal/priority mean to you and how should it be addressed?

This is handled via the communications department. This seems to be working. They provide a project list to help keep people informed.	
This needs to happen at a small scale, as well as large, and become part of IS&T's culture. For instance, it could become a practice at the end of every meeting to pause and ask, "Who should	

be informed; when; how? Whose input should we gather?" I think IS&T's communication has improved recently, and in many areas it's great; it needs to be more consistent across the organization. Given the number of systems and services and the variety of stakeholders, this will always be a challenge.

Perhaps we will get to have changes needed now happen soon, rather than take forever.

Communication is extremely important, as often there can be translation/communication issues between the business and technical development sides. Moreover, it is essential to ensure that projects are completed in a timely, coordinated manner, with clear goals met, and high quality work. Further, ongoing support and development for projects is necessary; it is not enough to build something and expect it to work over time without the need for addressing bugs, enhancements, and other support functions.

Better/more stable wifi please? More detailed information on outages of [insert service here] when it's happening?

I'm not sure what type of communication you are referring to here. Folks want to be able to access information when needed. Transparent means of finding information may be more key than outward communication.

Timely has been an issue for IT. Since arriving at MIT, most projects have been delayed. Perhaps there needs to be a more realistic deadline setting method?

I can't answer this survey very well because I don't understand how IS&T works and I don't know what it does on a day-to-day basis and I don't know what problems it's facing.

A lot of the current IS&T updates I get don't have a huge impact directly on my life, even if the things that are happening have an impact in aggregate.

It sounds like what you want is a well-regulated IT militia. You know, people can have lots of arguments about what exactly that phrase means.

Wires need to not cross - balls should not be dropped. What needs to get done, should get done, and should get done well. Keeping people that are good at their jobs around should make this easier.

Communication is key, again, with balance. It is important to hear the voices of everyone involved, but keeping in mind that any goal can get mired in communication block. That's when everyone wants to be heard, but no one hears, so everyone just keeps talking in circles. This lends back to leadership and the previously discussed issues. Any project or endeavor should creatively ask who the players are as well as who would be impacted and how do we include them (and to what extent). For example, I primarily work on web based projects. For almost every project, I try to include the accessibility group to varying degrees.

Communication is challenging at MIT and there's no silver bullet, but the more we can do to provide information and transparency, the easier all of our work will be. There are multiple sources for the same information, particularly online. There is an opportunity to define who owns what content and communication between central offices, so this information is consistent and doesn't get outdated.

At the same time, MIT needs to develop a common framework for communications, particularly for problem reporting and escalation. Adopting industry-standard metrics for problems would

<p>be helpful.</p>
<p>The last 2 IS+T administrations reversed the clandestine and secretive nature of IS+T. The organization does an excellent job communicating to the IT community at large. I particularly like the Friday IS+T pipeline email.</p>
<p>One of the hardest things about web design is that when a web site runs well, you don't hear from the community. You only hear from your audience when things don't go well. Communication in the IT field is critical for any successful operation. Most of the time, your clients just want you to respond with a "we're working on it." Not responding is what roils a lot of people since it looks like you're ignoring them.</p>
<p>This gets a lot of lip service, though nothing is really ever done nor are resources given for this purpose.</p>
<p>I actually think IS&amp;T has done very well in the past few years being better at informing the community on changes/issues affecting the entire community,</p>
<p>I believe project communications can be improved through more consistent project/program management processes.</p>
<p>Coordinated communication is key to a well executed project and final product, and a satisfied client. Consistent communication management mitigates differences in experiences with different PMs.</p>
<p>If people don't know what we do, why we do it, and when we will deliver it, they can't find it, use it, and tell us how to improve it. IS&amp;T should be a knowledge centric, data centric and communication centric organization. We can never over-communicate. We have, and will continue to, under-communicate.</p>
<p>What does this really mean? Haven't a clue.</p>
<p>I think this is the most obvious goal on the list. Perhaps communications training should be stressed in IS&amp;T and not just for project managers. Grace, civility, and tact aren't exactly the strongest characteristics across the board in IS&amp;T.</p>
<p>As I implied before, I think IS&amp;T is under funded and has too little resources to do their jobs effectively, and lack a coherent leadership team that would move them in the direction of being efficient and supportive of the community at large.</p>
<p>Not sure what it will look like in the future, but making sure everyone understands who is doing what will be important to make sure we are not overlapping strategies and priorities.</p>
<p>"Ensure" sounds more like an auditing step than a direct action. Compare, "Ensure that the dishes are washed and the garbage is taken out," with, "Wash the dishes and take out the garbage". The direct action is always preferable to end users and benefit recipients.</p>
<p>Communication is key. There needs to be concise communication to the community on what is happening in IS&amp;T including goals, etc. This should not include technical jargon instead communicate in basic terms what is happening. There needs to be a better communication tool on system outages, etc. 3 down does not do the trick.</p>
<p>Communication is often the key to customer satisfaction and better productivity. Historically communication has been an issue within the IT area and other areas at the institute. Often, communicating a clear status in a timely fashion is as important as resolving the issue itself.</p>

<p>The lack of timely communications has been a historical problem. I'm hoping that IS&amp;T might be in the midst of making a change for better and greater communication. I was very pleased recently to see a blanket messages to IT Partners from Barbara Goguen re: the Apple Exchange Update, and the communications we received from Monique Buchanan and Andrew Munchbach re: the Heartbleed bug. The community would appreciate more of these updates.</p>	
<p>In addition to formal communications like those noted above, some focus should be made on informal / interpersonal communications too.</p>	
<p>Communication the way this goal is worded means more than channel management; it means process refinement and streamlined production. We need to learn to love project management and measures, and everyone buy in to the product/project life cycle INCLUDING gathering requirements and use cases from our constituents. If we outstrip them, we will be irrelevant in a year.</p>	
<p>It means IS&amp;T can communicate effectively to the community the services and projects it undertakes. To address this, we should examine and improve the existing communication channel (weekly change communication, etc) and determine if it is desirable to share it with a wider audience.</p>	
<p>That means IS&amp;T will have to communicate in a directed and personalized manner. Involving the partners should help that process.</p>	
<p>Project decisions need to be communicated clearly to all project participants. Existing applications, not just ongoing development projects, need to be thoroughly and accurately documented, readily available to all who need it. Then that documentation must be actually used. There is an aversion to documentation among most IT professionals, Much application knowledge resides only in the heads of developers and vast amounts of knowledge is lost when people leave MIT.</p>	
<p>IT service needs to be a well-oiled machine in order to respond (accurately, timely, etc.) to the various groups within MIT.</p>	
<p>I think it is a good goal.</p>	
<p>In all honesty, I probably am not taking advantage of avenues of communication now. What I do track (the email updates on service planning) is very good. When I've been able to attend the IT leaders meetings, they are also very good. I also think all of IS&amp;T web pages are excellent, self-explanatory, and action-oriented (I almost always can do what I need to do after I read the right page!).</p>	
<p>People do not like surprises even if it is "good for them". Communication Good, no communication Bad.</p>	
<p>Communication is always a critical component of any successful endeavor. There are so many ways to communicate in today's world that if we fall short here it is shameful. To be successful we need to smartly leverage all the tools at our disposal. There will be multiple audiences so we need to be smart enough to use the appropriate methods for the situation.</p>	
<p>Communication cuts across everything we do and is everyone's job to do well.</p>	
<p>Number of responses</p>	<p>40</p>

## Section 2: Initiatives, Challenges and Technology

### Major Initiatives

Q20: What are your major initiatives?

Talent Management -- implementing and expanding various processes & systems Regulatory compliance (e.g., Affirmative Action)
I am in the Environment, Health and Safety Office. Some of our initiatives are a computer chemical inventory system, a space registration database that needs enhancing, an inspection system that collects better data, a better data collection and reporting system for incidents, injuries, and illnesses. I am an unhappy user of what exists for our office.
Being able to provide a superior, easy-to-use, up-to-date user experience, particularly in response to advances in technology and other market forces. Provide tools and database support for staff to be able to execute daily/yearly functions in an accurate, effective, and efficient manner.
wifi stability, pretty please When a lot of people are having an issue, let people know how to fix it. So Adobe Creative Suite please?
Implementation of departmental database systems that can communicate with MIT systems (data warehouse, Grade20) across Mac and PC platforms without issues.
My major focus at MIT is usability or the user experience, which encompasses usability for persons with disabilities, better know as Accessibility. With the advent of MITx and more and more platform services, we have a new frontier that can easily be set up to be more inclusive and usable by all than ever before. I see tremendous opportunity here and want to be a part of creating the guiding principles and process to do so.
I conduct behavioural and neurophysiological research on three continents (in Bangalore, Nottingham, Providence and San Diego) and the ability to move data between MIT and these centres is important to my work, as is the capacity to run large batch computations and small interactive sessions remotely. Athena has not done consistently well with computing servers, with server-side web scripts, or with mobile connectivity. It has been helped along by SIPB's XVM and Scripts services and by the Mosh project, respectively.
I have no idea how to answer this. Graduate? Get good grades? Improve the world around me? Make stuff? Maybe vet your survey on a few people before giving it out to the general public if you want meaningful feedback.
Ensuring people can get to the IT services they need to access.
I am currently working with the MIT Drupal Cloud and MIT Mobile initiatives.
-Remote access solutions -Issue tracking system that is transparent to user base (currently a lot of time is spent communicating manually) -Moving to the MIT Drupal 7 Cloud
I work in educational technology in the Office of Digital Learning, thus we utilize IS&T services indirectly (and sometimes directly)all the time.

there needs to be a server space I can access from any computer at MIT and dump raw data
Just launched a new website. Using more social media for outreach. Tracking increased number of donor prospects.
I work with community members on behalf of my office to ensure that our priorities are in line with their needs. I also work on change management efforts and projects to ensure that community users' needs are met, and to help implementations go smoothly. I can be an asset on IT projects, but only if my role is understood and defined.
Building information delivery systems.
Getting a new computer.
Convergence, consolidation and creation. Converging local IT processes to simplify them. Consolidating servers and infrastructure to simplify maintenance and reduce costs. Creation of processes and services that actually provide added value to our researchers and simplify their lives or simplify our administration of their finances, HR IT needs etc.
1) Protecting client data- we need the Institute Firewall. Bring it up. 2) Cost effective file serving solutions. Current easy to manage file serving solutions run under \$1000 for 2TB and can also have media serving, backup, and drop box capabilities. 3) Securing technology for data security- multifunction printers with hard drives that are not encrypted 4) Assisting with IS&T regarding poor connectivity in our areas. 5) Producing online self-service IT resources for our clients.
They are much too minor to be mentioned here.
Making our department's web site more sustainable and secure, as well as improve performance. We are working to make it more responsive, and we would like to be more responsive to staff web needs, including the need to create forms and surveys. And of course we are always working towards improving the UI and the overall user experience.
VLAN technology to replace SonicWall VPN's on campus. Saving money on IS&T services - the yearly cost of virtual servers with enterprise level specs should not be more money than if I was to buy a new server every year.
No initiatives, but the poor systems, and particularly their lack of integration impacts my life on a daily basis. I have worked many places and never seen such a poor hodgepodge of systems.
Currently involved in evaluating bulletin (course catalog)/curriculum management systems and vendors to recommend for MIT. Present system is paper-based (except for subjects), prone to error, and provides no centralized data repository to allow for content reuse or data reporting. As the curriculum continues to evolve, the limitations of MITSIS (with which any new catalog/curriculum management system will have to interface) are concerns.
I'm a student, so I care about being able to run servers and sites where I want to, and being able to have devices in my dorm and student groups work well.
Improving access to data and letting users own, annotate, modify and find their data.
(IT Initiatives) - Student Data Reporting; gradually shifting paper (student) systems to electronic systems; trying to find ways to more easily communicate a student's progress through the major and GIRs to students and advisors; trying to find ways to automate or simplify routine checks and data entry such as UROP registration and thesis management; working with TLL to assess our new curriculum's effectiveness.

Network Stability, security and I0gig enhancement
Advocating for thoughtful and usable websites for the MIT community.
Providing IT support and infrastructure for an academic department. We aren't an IT research-based department, but more of a traditional, humanities research area. We still need specific support. I built all of our systems from the ground up with no support from IS&T because I was rebuffed every time I sought help ("we don't support that"). I firmly believe that IS&T should provide academic computing support (read: server) for the educational mission of MIT and not just focus on the research aspect.
Building applications and integrating 3rd party software into core MITSIS and Education Systems business processes
Sponsored projects, major agreements, international collaborations.
For me it's keeping up with the work load and responding quickly and effectively to customer needs.
Streamlining processes to move administrative work forward. Providing better reporting and analytics. We have a data warehouse that is a dump of data that people do not understand how to use. We need to improve the understanding of the data and that is not just providing new reporting tools.
Mobile interfaces for enterprise systems, such as SAP.
1) Moving 200+ machines to the win.domain, however we don't want people to have roaming profiles as we've found problems with roaming profiles with PII in the cache left on another machine. 2) Security, Security, Security, due to the work in a number of our offices that handle PII we are constantly concerned about security. We do staff education on security. We were the first wide-spread deployment of Identity Finder on campus. 3) We require all laptops to be encrypted, and are now working on have all our desktops encrypted as well. (Though we would like to see IS&T move toward Win 7's bit-locker solution vs. the 3rd party PGP solution for windows machines. It's been talked about for a long time, but no decision/movement on it.) 4) We have implemented a CASPER server to assist us in updating our Macs on a regular and consistent basis, and we are currently in the process of setting up an SCCM to handle our Windows machines. 5) Many of us on the Administrative Computing side of the fence would like to know the status of the firewall that was announced a year ago. Many of us would welcome a firewall to help protect administrative processes. 6) The Computer Renewal Program needs to be examined and should be expanded to cover all administrative computing needs. Also the funding for this program should be brought back to the level it was originally before funds were redistributed to fund other IS&T projects.
Business analysis for the Big Data project; Project management for the UAAP Student Data Management database; Business analysis for the BCS web site redesign
My major initiatives are to improve the services and user experience of the services provided by IS&T with my knowledge in technology.
IT support and the processes around that.
Data management and data provenance tools Integrated communications for distributed research teams

Enhancing existing software and participating in new software applications.	
N/A	
Application Delivery	
Web development across a range of products Database and application development for key business systems Integration of data, and improved data flow across heterogeneous business systems Improved publishing workflow using a content management system Improving a web platform to better support data sets and other ancillary material	
Fundraising	
Insure our computing environment is secure and providing both computing and storage capacity which increase dramatically.	
developing online forms for students	
To use the best of technology available to enhance the ability of my people to do their jobs. To enhance my groups ability to meet the changing technologies quickly.	
Number of responses	48

## Top Concerns

Q21: What are your top concerns?

Connectivity	33
Cost of service	20
Ease of use	46
Mobile	24
Responsiveness	45
Security	44
Self service	25
Other, explain	7
Number of responses	244

## Role of Tech in Enabling Success

Q22: What role does technology play in enabling your success?

Too big a role to describe (I'm not sure what "connectivity" was intended to mean. If it means integration among multiple systems, I should've checked it off.)
Technology could help us do a better job of supporting the community, and collect information that might be useful for other outside entities doing similar work.
We rely on technology every single day, for almost every function - from our email communication to our databases, document processing, and workflow management.

Need internet for downloading my problem sets, collaborating with people not physically
Technology is crucial to the basic functions of my position, and improved advances have led to greater work efficiency and improved customer service.
Every technology product that is selected or implemented at MIT has the potential to eventually intersect with my team - if a user cannot access it. The better we get at selecting and implementing technology that is usable and accessible, the more successful my role will be!
Like most people at MIT, technology is a necessity.
As an astronomer, I'm in a field which has it's [modern] roots deeply planted in technology and computational power. It is important to both know how to, and be able to harness that power. Also, as a young researcher, it's important that I can build and maintain a website useful for creating a positive professional image.
I use computers as therapeutic tools in my clinical research, and for data collection and analysis.
I use it for everything. Without the IT infrastructure, I would be completely unable to do my job as a student or as an employee.
I use Solidworks a lot in my day-to-day work. I also use Matlab and of course, the Internet.
Access to various services.
Critical. Everything I do and use is based upon available technology and support of that.
In my role it is critical. The current technology is often too complicated to deploy to administrative staff and has too narrow a functionality to be effective as tools for non-technical users. There are often too many steps involved in setting up and getting it to work in a way the user base would be comfortable using on a day to day basis. The result is often unvetted, unsecure 3rd party applications are used without my knowledge instead.
Technology is at the core of what I do.
huge role. I need it for data analysis, transferring data, using software packages, basically everything I do in science is on a computer now
Easy access to data would make a big difference to me.
Total reliance on MIT's technology infrastructure for this. Would like to be able to use and rely on MIT's technical know-how and talent in more of an open source environment.
Without IT my work is impossible.
Technology is the enabling factor to our success. It can also be a major impediment to innovation. Too much obsession on technology without attendant attention to the value provided by the technology and actual value added can cause misdirection of focus and be costly, resulting in marginal returns.
A critical role. Computers are now what type writers and file cabinets were in the 60s and 70s. They are the ubiquitous piece of technology that everyone uses and needs to have functioning in order for anyone to do their jobs.
Wouldn't have a job without it.
A very large role. Most of the challenges we struggle to meet from above are reliant on having more technical staff (we are currently understaffed in this area).
Technology is my life.

critically important
I am responsibly for two key enterprise systems on campus that directly impact all members of the community but I am not part of IS&T. Without technology, I'm out of a job, so I rely on IS&T everyday to make my job possible.
It is a hinderence to my job, rather than a help
Old technology is increasingly hindering my office's ability to provide fast, accurate information to the community in the ways they want to consume and use it.
Technology is everything.
I am a software developer, so technology and project management are the two things that help me be successful.
All of the many, many student systems are online. This is very convenient, and much easier than the old paper systems. It is still frustrating that a significant portion of my routine job duties involve doing data entry from one system to another system, or checking that the data agree in the various systems. Even new technologies, such as online add/drop, were developed for other audiences and so while they *are a significant improvement from the paper system*, it is clear that the systems were not designed for my role, and do not give me all of the tools that I would like to be able to do the best job.
Technology exists to support communication, not itself.
Entirely. We have modest needs in our department, but it is integral to the success of our faculty and instructors.
It's critical.
Huge, being on top of latest software changes in the industry. Being able to "Code from anywhere" and having access to the servers to research problems Offsite developers and communications with onsite developers
Access to DataWarehouse and transaction apps of various flavors (e.g., SAP, COEUS) enables me to do my work. Having the ability to use apps without too many hurdles, run commonly used reports quickly, and the tools to create customized reports when necessary, enable me to be more productive and efficient.
It's very important that I have the latest tools and platforms to work more efficiently.
Technology is key, people want quick, fast deployment of applications. We need to change the way we deliver technology. I am not sure that in the administrative world that allowing people to build new applicaiton is the answer. Why are we not reviewing the core systems we have to see if they should be upgraded? We have old systems that were implemented decades ago, they are highly customized and therefore are not nimble.
As an IT professional, I use technology to enable the success of member of my department. Technology is at the core of practically every function and is key for almost every process.
My team is responsible for ~700 computers in MIT administrative offices. The staff and work in these offices need reliable connectivity and they need to know their computers are as secure as possible for those handling PII.
I function as a technology consultant; I give expert advice on a client's business process and

systems ecology. I work for IS&T, but am also a customer of IS&T, in the sense that I use a laptop and the wireless network attending meetings across campus. Software packages help me draft and illustrate business processes. Without these tools I would work a lot slower.	
Technology enables me to provide better services and user experience for our customers	
Since my role involves technology directly, a primary one.	
Critical	
Infrastructure needs to be kept up-to-date but this is not user visible and is woefully ignored. Education systems employ a huge number of technologies, some decades old, but new ones keep being added - there is no one person who can work with all and few who can work with the most ancient.	
Need to feel secure when i send external communications that my data is safe and secure. I want my machine to get latest updates effortlessly.	
Technology plays a major role in enabling our success. All of our application delivery is based on Technological solutions, and changing the Technologies can enable increased efficiency's but can also lead to service disruptions if not implemented correctly	
We are always cost-conscious here. We've had to phase some of our spending, which takes some patience. I would love to be in a better position to simply put everything in MIT hosted virtual environments. We will get there, over time.	
It is critical to the collection, analysis, and delivery of data.	
Technology is at the core of what I do, leveraging best in class platforms and underlying service architecture enables me to do my job to best of my abilities and I feel MIT supports this at the current time. I hope a focus on open data platforms and API's does not detract from our ability to upgrade and implement underlying technology that is at the top of its class.	
Everything, we use technology to get our work done. Our work is technology.	
Number of responses	51

## How Tech Needs are Evolving

Q23: How are your technology needs evolving?

Not at all	3
Very slowly	10
Moderately	40
Rapidly	26
Number of responses	79

Explain how they are evolving and why.

Companies are issuing new products very rapidly.
We are turning to more vendor-hosted, cloud-based solutions, because (a) SAP sometimes can't

do what we want and (b) SAP is turning to the cloud, too. We are being called upon to handle not just employees, but also students and others, so our solutions need to work with more other systems than we're used to.
I do not know how to answer this question. I am not sure that we need new technology so much as have access to and capability for using decent technology that exists.
End-users expect a much higher level of usability, speed, and responsiveness than ever before. Many of our systems, while top-of-the-line 10 years ago, are now antiquated with many small band-aids over time but no major fixes or overhauls. In addition, MITSIS is in desperate need of attention, and causes an enormous number of issues with all the systems that interact with it.
Looking at dual booting my Mac
Will soon need to write code for UROPs and classes.
Our needs are evolving as MIT's systems continue to evolve.
My needs evolve with each new generation of students that come to MIT with a new technology or expectation.
Perhaps they are evolving rapidly and MIT has been able to keep up. I am not sure.
I'm in a field that's working with large, publically available datasets for experimentals, and is primarily computationally limited for experimentalists. In some ways, if you can get more power, you can get more results (or at least have more interations, hopefully leading to stronger final results).
In the past several years we have shifted from using desktop computers to using mobile touchscreen devices for behavioural experimentation, and more of our computationally intensive software can be run on today's faster laptop computers instead of requiring batch processing on a server.
As network demands go up, I need more and more bandwidth. My dorm still has 10 Mbps connections in the rooms (Random Hall), and it's starting to get tight.
I changed majors. My needs evolved from what a course 6 would need from their technology to what a course 2 needs.
With every browser, software or platform update, I need to be aware of the implications on my work product.
the need for remote access is ever evolving as part of the trend of a more decentralized workplace. the needs for more robust online digital communications is also evolving rapidly due to the habits of the audience we support as a department (MIT Student Community).
there needs to be a server space I can access from any computer at MIT and dump raw data
Trying to use more social media.
It's hard to say. I've grown accustomed to not relying on technology because there doesn't seem to be the bandwidth to support it. I have a lot of ideas, but it doesn't seem worth the effort to propose them because I don't think they would get off the ground.
Requirement to deliver information to end users shifts rapidly because of user capability, evolving research products and findings and personal technology innovations.
New technology requires new hardware and software to run it on. Without updates and

upgrades I'm just watching from the sidelines.
We have evolved quickly from being an infrastructure centric organization to a service and solutions centric organization. The infrastructure is now ubiquitous. Solutions that provide added value to running our organization and simplifying what we do are paramount.
Living in the global world demand that technology be accessible around the world at all times. Research doesn't stop just because it's 3am in New England and a professor is in China or Africa. File sharing, data streaming, and finding better ways of backing up remotely continue to push the boundaries of technology.
I work in a support role and it's important that I be able to keep up with my customers.
Security is a big issue - our site seems to get attacked more frequently and constantly in new ways. Making sure our site works well in the mobile environment in another challenge.
The move to mobile technology and web based applications is changing how I do my job and how my group/department service the MIT community.
Student expectations rise faster than we can keep pace with (What? The catalog isn't on mobile?). Faculty and staff who provide the academic and administrative information that we publish expect us to provide easier ways for them do what we need them to. Departments want to reuse content instead of creating something new for information outlets.
The internet moves fast? I don't know where it's going.
I work with web-based applications, which are constantly changing. The web browsers (clients) are constantly evolving, the ways we build the applications keep changing, and the needs of the users keep increasing.
We are trying to gradually migrate our office to entirely online systems, in order to create better communication of requirements, status, and other critical information to students, faculty advisors and instructors. This can't happen too rapidly because we must ensure that student data is secure and accurate. Also, there are limited resources available to help this development happen, and my systems are not always the most in need of development.
Lots of folks out there working on the next improvement. IS&T needs to be proactive about being in the know, not reactive about adopting functionalities others already have.
Again, we have modest needs. Our hand it being pushed at a rate faster than we can keep up, due to the ever escalating technology wars between the major providers. I'm an army of one and simply cannot keep up with the schedule set by the likes of Apple (we're a mac shop)
Nature of our business between evolving java code and the use of mobile devices
reports.mit.edu will replace brioquery someday, but the packages are not yet as comprehensive as what is available through Brio so customized reporting is somewhat limited. Payroll commitments through reports.mit.edu is a great enhancement, as are new payroll reporting authorizations.
The trend is to mobilize as much as possible to increase productivity and flexibility. The administration is also pushing for more, which in turn pushes for more enabling technologies.
In the past year, there has been a great up-tick in the number of staff who need laptops instead of desktop machines. They want greater/more mobility. Have purchased a number of iPads for

<p>staff. Everyone wants or feels the need to be connected 24/7. Most interesting is find more and more staff who were "dyed-in-the-wool" PC users now asking to switch to Macs. The success of the iPhones, iPads, and home Macs have had a great impact on what people are looking for in a computer these days.</p>	
<p>I have the tools I need to succeed. When my tools expire it is because they run out of memory or bandwidth, or because they fail to integrate easily with other products.</p>	
<p>We always look into technologies that can help us to provide new services and enhance user experience.</p>	
<p>New devices especially mobile devices have changed the way in which IT support is given and for what it is needed.</p>	
<p>Every java application uses different software, mostly obsolete in a short time, and far more complex than the older technologies. The java technologies themselves introduce constraints on design. The extensive reliance on java technologies is at the exclusion of design cognizant of the 'big picture' that a systems approach would employ.</p>	
<p>We have already started the process of moving our Application infrastructure to newer more open infrastructures, however our challenges are balancing the priorities of the application development teams who need to deliver new applications versus upgrading the older applications to newer open infrastructures.</p>	
<p>Publishing is awash in content, data, and metadata. Internal systems are often proprietary, but the external world of publishing is increasingly standards-based. We are pushing out higher volumes of content, data, and metadata more rapidly, to more partners, in more formats and configurations. We need to develop software, tools, and APIs to support these requirements.</p>	
<p>Needs for more storage are growing most, but we also have a substantial growth in needs for computing power for analysis.</p>	
<p>New initiatives such as what this survey is all about (Platforms, API's, SDK's) New tools needed to work with the new technologies that are constantly emerging and changing our world and our work.</p>	
Number of responses	43

## Working Well

### a. What is working well?

<p>Software downloads is smooth. Help desk is friendly and solves clients issues. Wireless network is stable now. Cisco switching is working pretty well but has had a few more power supply failures over our Nortel gear.</p>
<p>Web server hosting with ops@mit.edu</p>
<p>Atlas is very convenient, and it works well. The backlog of SAP support and enhancements has been virtually eliminated. IS&amp;T provided staff to our cloud-based system implementations, and the staff were excellent (project management, training development, usability consulting, user</p>

support).
From my perspective, not sure.
When critical blockers arise, IS&T typically responds relatively quickly to fix what needs to be fixed in a time crunch.
Responsiveness to questions
Speed of internet
I appreciate that our department has a consistent IT support person handling day-to-day hardware issues and providing general support.
We are solution oriented. We get things done.
Having a service department for IT helps students/faculty/staff communicate with someone who knows how to fix their problem or who else would know how. Unfortunately, the next step is often not as well communicated.
Athena clusters are useful
MIT has on the whole done a good job of avoiding the heavy-handed policies on the use of information technology that are so common at other institutions. MIT also has done a good job of enabling creative developers outside the framework of I/S direct governance - see projects by SIPB and the Mosh group mentioned above - and then accepting and integrating projects and services that these developers have created.
Most of MIT's services.
Managerial support for the endeavours I am involved in is top notch.
the people that make up the support teams are great. The frontline leadership is great. It just seems like their hands are always tied when it comes to having access to broader solutions to the needs of the user community.
Great customer service at IS&T, absolutely stellar.
wireless coverage throughout the campus is quite good
There is a lot of talent in IS&T, and a lot of historic knowledge which is undervalued. You have employees who go well beyond the scope of their roles, who are brilliant and creative, and produce amazing results.
Innovative programs and services coming out of G. Z.'s shop
Even though the IT people are overworked and underfunded, they are intelligent and helpful. The "hire good people" part is working, the infrastructure, organization, and ability to expand to meet new needs is not working.
MIT's IT operation is well run and professional. The vast majority of the people I deal with are helpful, respectful and service oriented. The infrastructure works well and is reliable.
For us, the ability to quickly adapt to situations and adopt new technologies and integrate them into the areas is a necessity. Ease of maintenance is a massive plus and critical because many users are not tech savvy. Do not assume that the community user base is similar to the user base in IS&T. IS&T has a lot of smart people who are tech savvy. Most of the actual support staff and faculty at MIT is not this demographic. IS&T has been more responsive in the past year than it has in the past in my opinion. The new IS&T project to get the wireless working in Building 14

is an extremely positive sign that things are moving in a positive direction. The wireless issues in the building have been ongoing for years and the natives are overjoyed that its finally getting attention. Kudos also to Pat Sheppard for being responsive to issues we were experiencing with the desktop renewal program and helping us to iron out the details. You should definitely keep Pat and give her a raise.

Large systems tend to work well.

Justin Anderson is a huge resource within IST for dealing with mobile issues. Maybe you can clone him?

The network is pretty solid. IS&T seems to be embracing new technologies quicker and trying to work better with the community in general.

Nothing works well. All the systems I use are archaic, cumbersome, confusing and lack integration.

Hostnames.

We have a small team, we use repeatable processes, we build our applications on restful Service APIs, and we strive to balance continuous improvement and short development cycles.

Student systems: Online registration was rolled out smoothly, has adequate (even superior) functionality, I feel that it was designed with me in mind as well as students and faculty, and gets an A+. Online Add/Drop is a significant improvement over the paper system, including functionality that was not available in the paper version (seeing the before/after schedule), and other than a few connectivity problems has been easy to use for the faculty. Students need some reminding, as there is an assumption on the part of many students that once they send the form to the faculty they are done with it, so forget to do the second and final submission to the registrar. This system was not designed for me, but I can generally make it work - it gets a B/B+. The Student Data Reporting Group with Cognos is AMAZING. These are literally the only meetings that I actually look forward to. I show up, and we see cool reports that are just what we asked for, and we ask for more stuff, and next meeting there it is. They are so nice they don't even shoot down our "ideal world" requests, and actually think about ways they might be able meet us part way. It's AWESOME. A+. Non-student systems: I like Atlas - it seems to be a good change. I don't really use the other administrative systems, though I've heard the switch to the EECS developed grad admissions system was definitely an improvement.

The new Website is very nice. The Helpdesk responses are usually prompt and from the correct group

IS&T does provide mission critical software to DLCs. We thrive off of this and only wish the offerings would be expanded (I'm looking at you Adobe Creative Cloud!).

I think most of the people are good. There are some key stars that I doubt get noticed or rewarded more than the OK people. overall network connectivity and speed are good; voip reliability is good;

Our interactions and ability to work with our customer base in Education Systems.

Ability to access MIT network remotely, apps do what they're supposed to do (the occasional bug notwithstanding)

Infrastructure services are dependable and reliable. By and large you can count on IS&T staff to

be helpful and supportive in all situations.	
The network, in general, is reliable and runs well - what it needs is better security via the firewall (at least) for administrative systems. DCAD - a great group to work with and very helpful with some of our systems. Server and System Administration - Garry Zacheiss and his team are extremely customer driven group and always available the provide quick and friendly service. Our experience with the virtual server environment has been very good!	
People in IS&T are habitual communicators and we work well together. We are also curious and interested in new technologies.	
We provide a wide range of services to our customers based on their specific needs.	
The atlas portal seems to have streamlined a bunch of processes. Network speed and connectivity is also good.	
Basic services, common software licensing	
database administration	
Ability to download software needed on demand.	
Developing relationships and trust with customers through weekly communications and delivering value to the customer.	
Love the DOST group and everything Garry does. Superior work in every regard.	
Basic services are working well. Networking and Backup services are working very well.	
Number of responses	45

## Needs Improvement

### b. What needs improvement?

Request tracker is not very smooth or easy to use. Would be nice to overhaul that project. The VoIP website is also very slow and wastes time to do basic changes. You also can't bulk add administrators of telephones and SIP lines. This is bad for when you add new IT staff in a DLC.
Cost of web server hosting to make it more affordable to faculty research centers.
Better methods for documenting and auditing SAP and Warehouse authorizations (in situations where the Segregation-of-Duties approach does not apply) Appendix D - Data Management: These guiding principles are over-focused on stability of data. There are situations in which real-time information is crucial (such as, checking on the status of a process that changes rapidly), and others in which some delay is acceptable but not a full day (such as, in the provisioning process for a new employee). The scope of "Data Management" is quite narrow here. Updating these guiding principles may suggest (a) that some data management should happen outside the Data Warehouse and/or (b) that some flexibility in management of the Warehouse is warranted.
Timeliness of service and a better understanding of our needs. More memory for storing files, etc. Better access to data that is somewhere in the system, but no one can figure out how to get it out because of how it was stored.
Way more staff resources and time dedicated to supporting the education administration

enterprise. We have been waiting for many fixes and updates for 4, 5, 6+ years, but nothing can be done due to limited IS&T staff time and resources available. We are in desperate need of more support for development, testing, and deployment of bug fixes, enhancements, and projects.

WiFi at Next House

//This list of complaints I garnered from all the other undergrads (about 6) sitting around me. wifi, make more widespread / stable Free laptops for students, or more loaner laptops more software such as photoshop, illustrator, music editing software, music composition software, video editing software let me print from ios/android fix the wifi Have wifi so good that course 6 doesn't need to implement their own wifi network fix the wifi Also, fix the wifi.

My department is an entirely Mac-based environment and we have had extreme difficulties with the Exchange servers on our Mac computers. There is also difficulty in the availability of support for using online MIT systems in the Mac environment (specifically, MITSIS, although other systems have had issues as well). While we understand that many other departments may primarily have PC users, many members of our community (especially students) are Mac users and we have seen a great deal of frustration when IS&T's resources don't offer comparable support between the Mac and PC environments. We have also had intermittent network issues in our office space, which have taken a great deal of time and back-and-forth to get resolved. In a perfect world, we would love to be able to contact the right people on the first attempt, and save a lot of phone calls/emails while the issue gets bounced between different people.

We need more reward for cross-organizational IT efforts.

I think a better method of student feedback should be offered. What do we need to be more successful? I don't know the answer to that question. But surely someone feels limited and does not know how or where to voice that. Also, communication within IT departments needs to improve immensely.

I can't adjust any settings or install any apps in an athena cluster computer

Microsoft Outlook is a complete train wreck, executed in the slow motion of molasses in a Boston winter. MIT's old email system was more efficient and responsive. For several years I have been asking MIT to feed back to Symantec that Brightmail needs an update so as to be able to blacklist more than 200 bad senders. It's also a shame that I/S got rid of longjobs; I didn't often have use for such a service, but on the occasions when I did have use for it, it would have been valuable.

Please upgrade Random Hall's ethernet to Cat-5 or similar so that we can have passable network speeds.

This survey. Honestly, I've read textbooks that were more engaging and made more sense.

WiFi coverage on campus.

I appear to be shielded from matters that need improvement. I cannot name any off-hand.

Basic office tools like Exchange/Outlook, internal collaboration tools are archaic. Moving to web based solutions like Office 365 w/ Links, or Cisco Jabber would be a step in the right direction.

It seems that PC support has a few more resources behind it than Mac. But Mac is growing as the preferred laptop. Would like to see more robust service in Mac. I'm not saying Mac service

is bad.
mobile phones do not work in many buildings, such as 76 there needs to be a server space I can access from any computer at MIT and dump raw data
Not sure where to get answers; would love one-stop info source. Who can assist with backups; who has server hosting; how to upgrade virus software; upgrade an older machine?
Consistency - there is a wide discrepancy in attitudes across IS&T when it comes to collaboration and service, so building a culture where these ideas are ingrained, and success is defined, measured, and rewarded, would be a strong improvement. Improve communication - especially on projects.
Ability to leverage tools, know-how and products coming out of local IT and IS resources.
Our spam filter is HORRIBLE. Crucial emails have been missed because they are in my junk folder, while emails written entirely in Mandarin make their way to my inbox. Perhaps it's time to stop using our home-grown system and buy something from a reputable company.
Infrastructure.
IS+T (for many reasons) tends to lag behind the commercial sector in adopting technology. I realize what a major change it will be, but I suggest that IS+T take a serious look at divesting itself of the services it provides that can be provided at similar higher levels from others. Substantial amounts of money and manpower have gone into creating infrastructure that has to be maintained, serviced and renewed. All of this stuff is expensive and one really has to consider whether it is REALLY the right way to spend Institute resources. IS+T should start focusing on value added services and drop much of what it does that can be done by others and transform into an organization which leverages the vast resources available in the global IT community.
Listening to the needs of the community, communication, innovation, decisiveness, adaptation, and speedier adoption of new technologies. Be proactive and not reactive. Bring up the MIT firewall and the new better backup program that people have been talking about for over a year now.
User support.
More communication would be great - I found out that IST was creating a new iPad interface for our section of the MIT mobile app by seeing a usability testing station out in the student center - I was a little surprised they didn't reach out directly to us since we'd worked together before. Also, more support for initiatives that are clearly extremely helpful resources for many units on campus (the Confluence wikis!),
WHY THE HELL ARE WE USING EXCHANGE? Seriously, it's an embarrassment to MIT.
Legacy systems need to go. Make it easier to know where to go when you need support or project help.
Stakeholder groups need to be more diverse: find out who's really involved in producing and using tools/products, and involve those people in identifying needs and process improvements.
We need more Athena clusters, and to stop closing the ones we have: certain parts of campus are badly underserved after the recent and upcoming scheduled closures.
Wireless / Internet Connectivity. Servers / VM hosting. There's no great way to do this, XVM

doesn't have space and running a server in your dorm room seems wrong.

We need better integrated and documented Continuous Integration and Agile tools, although we get very good support from OIS. We need better access to business owners to make decisions quicker. We need more developers.

Student systems: Well, I want those Tools I Can't Have. Barring that, I would like to have an experience that is more like my experience with the Cognos Student Reporting Group than what I usually get for MIT-wide student systems. Non-student systems: I don't have any complaints about non-student systems, but I also don't use them much. People don't seem to like the new travel thing very much. It is very picky without good tools to help do it right or figure out the errors.

The Number of IT lists that send out the same information or announcements.

IS&T's communication with those outside its own structure.

Responsiveness. IS&T, like much of MIT, is simply too bureaucratic to be able to respond to issues, large and small, in a nimble and timely manner. Perhaps the consideration of a complete restructuring to streamline services is in order. It certainly can't hurt.

Communication; adequate resources to do their jobs; responsiveness is improving, but needs to go much further - tickets languish in some areas and it can be extremely difficult to find out if anyone is working on it (usually not) or what the status is, some areas are great (accounts) for others (network) are pretty unresponsive;

I don't have anything that sticks out, most of my issues are related to tweaking some processes within ES.

Legacy systems like MITSIS, the pre-SAP reporting tools, and the old payroll, dominate too many aspects of current reporting, authorizations, and app functionality. "Make it look like the old system" defeats the purpose of upgrading. Atlas and reports.mit.edu feel like steps in the right direction because they help de-balkanize the old collection of systems that didn't talk or play nicely with one another.

Communication definitely needs improvement. The community is often not informed of current projects or issues. Often communication is held off until all information is known and there has been some resolution to a particular issue or choice of direction... however, consistent and frequent communication is often the key to better collaboration and customer satisfaction.

a) The win.domain. The MIT win.domain appears to be customized in a manner that doesn't resemble how a domain is implemented in the corporate world. We've had critical areas on the win.domain, but now we are putting all our desktop PC's on the domain. The main driver for this is so they can connect to our SCCM for better management since we are not getting that from the win.domain. b) Why doesn't IS&T provide SCCM and CASPER services to the community? With all the issues surrounding security we need a collective answer to updating OS's and application patches. c) Revisit the Computer Renewal Program and expand it for administrative systems. d) I think we would like to see some projects move more quickly (e.g. firewall implementation, CrashPlan backup, Bit-Locker encryption, unified messaging) e) Better engagement with the IT community outside of IS&T, wider partnerships on IT projects. Thanks for listening....

<p>We don't always hear what the community needs. We are quick to prototype in silo, and are usually right, but we would probably benefit from partnering with one or more DLC clients to get feedback as we prototype. We also have a wealth of business knowledge in IS&amp;T in folks who have moved here from working elsewhere on campus. It would be great to have an inventory of "internal knowledge" to mine when we need perspective on how to approach or serve a group or constituency.</p>	
<p>We do not communicate very well what projects we are working on.</p>	
<p>Security and IT support needs will be changing with new threats and support needs and will need to improve.</p>	
<p>Partnership with DLC based IT Advanced capabilities of VoIP Full deployment of VoIP</p>	
<p>server operations, cost of project development, communications, documentation, freedom to innovate, application design, bureaucracy</p>	
<p>Security.</p>	
<p>Improving relationships with non-IST customers</p>	
<p>Not sure where some of these areas fall (and perhaps not in IS&amp;T), but support for our PCI compliance needs seems arms-length. Support for the Merchant Services Portal seems wildly understaffed.</p>	
<p>VoIP services are not yet up to those we had before VoIP. Better ways of obtaining basic software such as Office and the Creative Suite would help provide common tools that can be used across the Institute. Better followup on questions to the help desk so that problems don't get dropped or delayed unreasonably.</p>	
<p>Number of responses</p>	<p>52</p>