

## Executive Vice President and Treasurer

The overarching goals of the Office of the Executive Vice President (EVP) and Treasurer are to provide services worthy of MIT and to become the model of a highly diverse and committed workforce supporting the mission of the Institute. The significant progress achieved toward these goals is outlined in each of the individual reports by EVP units. Here are select highlights in four core areas: financial situation, facilities/building programs, operations, and personnel.

### Financial Situation

Through the global financial crisis in fall 2008, MIT initiated a very thoughtful and deliberate budget reduction and improvement exercise. Over the course of FY2010, everyone worked through and adapted to year-one initial budget cuts, as well as planned for a final year of cuts in FY2011 for the remaining reductions needed in the General Institute Budget. Through this challenging task taken on by all departments across the Institute, as well as Task Force recommendations, MIT achieved its fiscal goals. The Institute is now in a more stable financial situation and can remain cautiously optimistic as the global financial crisis continues to unfold.

### Facilities/Building Programs

New capital projects completed this year include the Media Lab Complex, the Sloan School of Management expansion, and a needed increase in chilled water capacity for the Central Utilities Plant. Progress was maintained on the new Koch Institute Building, and renovations of Buildings E60 and W1 continued on schedule.

MIT2030 is a process that analyzes and integrates the campus condition and renovation needs, the development capacity of MIT landholdings, and the facilities implications of academic priorities. This year marked the culmination of many years of development, led by Campus Planning and Design, where we conducted many MIT2030 presentations for the MIT community. We received important input and feedback through this process. Our goal next year will be to deliver a presentation to the MIT Corporation in fall 2010. From there, MIT2030 will continue to evolve as an ongoing planning process and be utilized as a tool in our campus planning efforts.

### Operations

Common priorities and accomplishments across EVP units included:

*Resource planning:* As with others around the Institute, EVP areas took on a very comprehensive, rigorous planning process to realize necessary budget cuts. As MIT expands in scope with changing needs, we are adapting and finding creative solutions to take on these challenges, while managing reductions. We hope to build on these gains in the next year.

*Task force:* This year, the final Institute-Wide Planning Task Force reports were distributed. Departments reviewed the reports, particularly in areas that impact them directly, such as the Vice President for Finance (VPF), Human Resources

(HR), and Information Services and Technology (IS&T). They are taking immediate actions where appropriate and developing action plans/road maps where needed. The objective going forward will be to address priority areas that will have the greatest impact.

*Digital MIT:* Across many EVP units, paper-driven activities have been eliminated or streamlined. Examples from past and future goals include: development of an electronic request for payment in VPF; implementation of online affirmative action reporting in HR; conversion to fully electronic medical records in MIT Medical; and implementation of inspection software for Facilities custodial services. Many more projects have been carried out or are planned.

*International and nonstandard projects:* As MIT continues to embark on ever more international engagements, we are adapting, striving to provide the best services in each unique circumstance and to be responsive to new challenges. We are just coming to understand the demands on our organizations and MIT as a whole. Paramount goals and initiatives next year will be to better understand these complex challenges and how we can support MIT in this critical growth area.

## **Personnel**

Marilyn Smith stepped in as the new head of IS&T. She succeeded Jerrold Grochow, who retired on September 1, 2009. Marilyn has deep experience implementing information technology solutions at companies such as Hanover Insurance Group and Liberty Mutual. IS&T made significant progress over the year with a new strategy and reorganization, developed in collaboration and thoughtful discussion with stakeholders throughout the community.

**Theresa Stone**

**Executive Vice President and Treasurer**