

## Office of the Executive Vice President and Treasurer

Israel Ruiz was elected by the MIT Corporation to succeed Theresa Stone as executive vice president and treasurer (EVPT), effective October 14, 2011. Having served as vice president for finance since 2007, Ruiz then appointed Michael Howard, an MIT alumnus with 20 years of experience in finance and operations, to succeed him as vice president for finance, effective December 5, 2011.

### One Administration

Early in Ruiz's tenure, the vision of one administration working seamlessly across all administrative units and connecting closely with administrators within the Institute's schools emerged as a key theme. His commitment to advancing administrative excellence permeates all initiatives he champions, and the areas under his direction are dedicated to the goal of creating person-centric experiences and simpler processes for the MIT community.

The areas under the EVPT umbrella include the Office of the Vice President for Finance; the Human Resources Department; the Audit Division; the Department of Facilities; Environment, Health and Safety; Information Services and Technology; MIT Medical; MIT Police; and the Office of Major Agreements. Together, staff members across the administrative areas are connecting their individual talents to maintain MIT's campus and enable MIT's future.

### Strengthening the Fabric of MIT

Helping to strengthen the fabric of MIT, EVPT senior management team members are playing key roles in MIT governance. This spring, the Employee Benefits Oversight Committee (EBOC) was formed to assure an integrated approach to all employee benefits matters, including cost, competitiveness, and benefits philosophy. Chaired by vice president for human resources Alison Alden, EBOC is responsible for overseeing all employee benefits issues, recommending policies and programs, and charging working groups to address specific topics as appropriate.

In addition, the International Coordinating Committee was launched to work closely with the faculty-led International Advisory Committee. Co-chaired by the directors of the Office of Sponsored Programs and the Office of Major Agreements, Michelle Christy and James Morgan, respectively, the committee coordinates and strengthens the support provided by MIT's administrative offices and functions for the Institute's international activities. As MIT continues to expand its commitment to global partnerships and collaborations, this enhanced administrative support structure will help the Institute to advance the important work at hand.

This summer, the Information and Services Advisory Council was formed, the first among a series of advisory groups that will be launched for EVPT areas in the tradition of the MIT visiting committee structure. The councils will comprise key leaders who will bring diverse experiences in university and industry settings to these conversations. Their expertise and insight will provide guidance as the EVPT organization works to support the evolving MIT mission and meet the needs of faculty, students, and staff, today and into the future.

### **Advancing Administrative Excellence**

As an initial step to bring about higher levels of excellence across EVPT areas, a new performance appraisal and development process was implemented for the EVPT leadership team. Comprising the most senior leaders and managers in the areas under EVPT, the leadership team of about 70 began meeting as a group on a quarterly basis to strengthen ties across the administrative areas. Working cross-functionally to serve the MIT community, the team has begun to define a series of projects to enhance the employee and customer experiences for faculty, students, and staff.

One of the early efforts to better support the needs of the MIT community has resulted in the total compensation statement, which was developed with the intent of providing useful information about MIT benefits. The personalized statement shows the pay earned at MIT, plus the value of benefits MIT provides, such as health and dental coverage, insurance, and retirement benefits. The annual statement was delivered to all current campus and Lincoln Laboratory faculty and staff who were active at work and eligible for standard MIT benefits in 2011.

This spring, 1,500 staff members across the EVPT organization were given the opportunity to take part in an employee engagement survey. The survey was tailored to EVPT areas and was included as a special section in the MIT-wide survey sponsored by the Council on Family and Work. Overall, 74% of the staff took part in the survey process. As consideration is given to how focus and attention might need to evolve to best support MIT's mission and better connect to the needs of faculty, students, and staff, this input is critical to understanding the short-term needs and long-term priorities across EVPT areas. The survey revealed that almost all staff are inspired by MIT's mission and see their jobs as important to MIT's success. Results also show that there are opportunities for improvement in communicating direction, collaborating across departments, and measuring performance, and EVPT is working to address these issues.

### **Enabling the MIT Campus**

As the needs of the campus continue to change, the MIT 2030 framework evolves to meet the needs of the campus today and in the future. Four themes express the vision of MIT 2030, which is intended to be a flexible framework to assist the Institute in making thoughtful choices about development and renewal. These four themes are: innovation and collaboration, renovation and renewal, sustainability, and enhancement of living and learning.

While five capital projects have emerged as early areas of planning focus—the Nano-Materials, Structures, and Systems facility; the energy and environment building; the renovation of E52, of Walker Memorial Hall, and of sections of Building 2—these are only the beginning of many opportunities that can be addressed within the MIT 2030 framework. In addition to these initial areas of focus, planning has begun for how to invest \$250 million in a program of accelerated capital renewal so that the overall deferred maintenance backlog may begin to be addressed.

The coming year promises to be a time of transition and renewal as the 2013 fiscal year begins under the new leadership of president Rafael Reif and provost Chris Kaiser. New initiatives in online learning and international partnerships demand that MIT's administrative units work together seamlessly as one administration to balance the needs of today with the Institute's evolving needs of the future. EVPT leadership is committed to advancing administrative excellence and to supporting MIT's mission with outstanding service delivery to enable innovation in research and education for the Institute's faculty and students.

**Israel Ruiz**  
**Executive Vice President and Treasurer**