

Executive Vice President and Treasurer

Since becoming executive vice president and treasurer in October 2011, Israel Ruiz and his team have been working with colleagues across the Institute toward a vision of one administration working seamlessly across all administrative units and connecting closely with administrators in the Institute's schools and interdisciplinary research laboratories.

The areas falling under the Office of the Executive Vice President and Treasurer (EVPT) include the Office of the Vice President for Finance; the Office of Campus Planning; the Audit Division; the Environment, Health, and Safety Office; the Department of Facilities; the Human Resources Department (HR); Information Systems and Technology (IS&T); MIT Medical; the MIT Police; the Office of Major Agreements; and the Office of Sustainability.

Over the past year, we have worked together with faculty, staff, and students to advance educational innovation, strengthen planning to enable campus renewal, and refine governance structures. In addition, we have worked to simplify user experiences for the MIT community and to fill key leadership roles to support the Institute's mission. And in April, we joined together with the broader MIT family to mark the first anniversary of the death of officer Sean Collier.

Remembering Officer Sean Collier

MIT marked the first anniversary of the Boston Marathon bombings and the death of MIT police officer Sean Collier in a ceremony of remembrance on April 18, 2014. As part of the ceremony, MIT unveiled the plans for a permanent memorial to Officer Collier, and the MIT community cheered on the MIT Strong marathon team of runners. Earlier in February, the first Collier Medal was presented to 56 members of the MIT Emergency Medical Services (EMS).

Advancing Educational Innovation

MIT president Rafael Reif charged the Institute-wide Task Force on the Future of MIT Education in spring 2013. The task force is cochaired by the executive vice president and treasurer, director of digital learning Sanjay Sarma, and associate head of the Department of Aeronautics and Astronautics Karen Willcox. Approximately 50 faculty, students, and staff have participated as members of the task force, which is composed of three working groups: the Working Group on MIT Education and Facilities for the Future, the Working Group on the Future Global Implications of edX and the Opportunities It Creates, and the Working Group on a New Financial Model for Education.

On November 21, 2013, the task force released its preliminary report, which explored a range of possibilities to consider in reimagining the future of education at MIT. The task force sponsored the summer@future program in collaboration with the Office of Digital Learning, and the Institute is offering a small number of science and engineering classes for credit in summer 2014 on an experimental basis. The classes represent another step in

the exploration of opportunities to enhance residential learning experiences with online educational materials and blended learning models. The task force is now preparing a final report of recommendations to be submitted during the summer of 2014.

Simplifying Community Experiences

In September 2013, MIT launched the administrative systems hub Atlas to provide a single online gateway for accessing administrative systems and retired the 16-year-old SAPWeb and SAPWebSS gateways. The first release included an application allowing newly hired employees to complete hiring activities online, streamlining the hiring experience and helping new employees feel connected to and engaged with MIT. The second release of Atlas in December included a modernized system for requesting services from the Department of Facilities. One of the most commonly requested upgrades to the user experience—personalization—is featured prominently in the next release of Atlas, which is now in pilot for community-wide use effective July 16, 2014. Users will be able to customize navigation through a “Build Your Menu” function and access the improved “People Search” tool; in addition, a new online event registration system will eliminate the need for paper forms.

This year, we launched the MIT Service Center project as an extension of the new hire and onboarding work completed last year. The service center will be a place for people to seek individualized in-person assistance and guidance on activities and services related to their affiliation with MIT. We expect many of the following service areas to be integrated with the center to varying degrees: ID cards, commuting options, I9 forms, tech cash, athletic memberships, key distribution, benefits, payroll, MIT Medical, and IS&T help desk. We are now working to determine space requirements so that a centrally located area can be identified for the center.

Strengthening Campus Renewal

This past year we have continued our emphasis on campus planning. We want to further enhance connections to the Cambridge community and strengthen guidance for facilities planning for on-campus development and international engagements. The Office of Campus Planning has been elevated to directly report to EVPT, and further expertise in engineering, construction, and facilities operations is being added to complement current capabilities and enable the organization to meet the needs of the evolving campus.

In April, MIT sold \$550 million in series C taxable century bonds at a historically low cost of capital, reaffirming MIT’s AAA credit rating. The proceeds from these bonds will be used to further advance MIT’s ongoing campus renewal program.

Enabling work to extend utility services in the new MIT.nano building began in June 2014. The new facility, which will be constructed on the site of current Building 12 as a home for nanotechnology research at MIT, is targeted for completion at the beginning of 2018. In addition to this new construction, major renovation projects are now in progress. The original Sloan Building (E52) is undergoing a complete renovation to provide high-quality space for the Department of Economics. In addition, the comprehensive renovation of Building 2 is nearing completion. Programmatic space is

being increased in that building, home to the Department of Mathematics and portions of the Department of Chemistry, with the addition of a partial top floor. In addition to these substantial building upgrades, we are planning for a number of partial renovations across campus over the next few years.

These renovation projects are part of the Accelerated Capital Renewal program, which is designed to reduce deferred maintenance, accomplish prioritized renovation projects, and pursue strategic building interventions. In addition, the Comprehensive Stewardship Group continues to advance its work to shepherd MIT's newest and newly renovated buildings, with the goal of helping them retain their capacity and further MIT's mission.

Refining Governance Structures

Over the past few months, we have worked to clarify MIT's capital planning governance structure and refine committee membership composition. The Building Committee is responsible for long-range space planning and use and for land acquisition strategy. In collaboration with the members of Academic Council and with the approval of MIT's Executive Committee, it assures alignment of MIT's physical infrastructure with Institute priorities and strategic directions. Since the Building Committee's inception in 1949, the campus has grown tremendously to 12.4 million gross square feet and 153 owned campus buildings. The committee must now provide oversight for all aspects of campus planning and stewardship to enable emerging research directions, changes in educational delivery, on-campus housing for undergraduates, affordable housing for graduate students, and enhancements to student life and learning. In addition to guiding the long-range planning for MIT's campus environment and its facilities, it must oversee planning, design, and construction for international collaborations. To enable these priorities, the Building Committee, chaired by the provost and the executive vice president and treasurer, will now oversee and connect the work of the [[Kimberly: I couldn't find committees with these exact names on the website]] Committee on City and Land Use, the Committee on Campus Planning, the Committee for Renovation and Space Planning, and the Faculty Planning Committee.

The report of a panel (led by professor Hal Abelson) that reviewed MIT's involvement in the Aaron Swartz case was submitted on July 26, 2013. The report framed important questions for the MIT community and moved the Institute to explore opportunities for improving the management and oversight of electronic records at MIT. In the fall of 2013, EVPT convened a working group of faculty, staff, and students to review MIT's policies on the collection, provision, and retention of electronic records. The working group submitted its report in December, and the key recommendation was the formation of an ongoing presidential committee on electronic records and online data privacy. The Academic Council endorsed this recommendation and the Institute is now moving forward to form the committee, which will include representation from each school.

The Campus Energy Task Force began its work with the launch of the MIT Energy Initiative (MITEI) in 2006. In addition to its efforts with MITEI, it is now evolving to connect with the new MIT environment initiative and the Office of Sustainability. The structure of the task force and its membership will be refined in the coming months.

Organizing for Success

During this past year, there were a number of key hires and two retirements.

The Office of Sustainability opened in August 2013, with Dr. Julie Newman, previously director of sustainability at Yale, joining MIT as the director of the new office.

As director, Dr. Newman strives to integrate sustainability into all aspects of the Institute and is working to deepen MIT's position as a recognized leader in the area of sustainability in higher education.

John Charles joined MIT as vice president for information systems and technology effective January 1, 2014. With extensive experience in both public and private research and educational institutions, Charles leads IS&T in implementing a shared technology vision crafted together with faculty, staff, and students in support of MIT's educational, research, and administrative programs.

Michael J. Moody joined MIT as Institute auditor effective February 18, 2014, filling the role vacated by Deborah Fisher, who accepted the newly created role of Institute risk officer effective July 1, 2013. Moody brings with him more than 25 years of audit, compliance, and financial experience in the public and private sectors. As Institute auditor, he is responsible for delivering audit services at MIT through a risk-based program that assesses safeguarding of assets, adequacy of internal controls, compliance with laws and regulations, and ethical practices.

Alison Alden retired as vice president for human resources effective March 1, 2014, and a search is now ongoing for an individual to fill this important role. During the interim search period, deputy executive vice president Anthony Sharon is leading HR as interim vice president for human resources.

James Morgan retired as director of the Office of Major Agreements on May 7, 2014, after 18 years of outstanding service to the Institute. A search is now commencing for an individual to lead the office moving forward.

Michael Howard stepped down as vice president for finance effective June 30, 2014. EVPT is working closely with the directors in the Office of the Vice President for Finance during this transitional period.

The EVPT leadership team remains committed to advancing administrative excellence and to working together seamlessly as one administration to balance the needs of today with the Institute's evolving needs of the future.

Israel Ruiz

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