

Office of the Executive Vice President and Treasurer

The Office of the Executive Vice President and Treasurer (EVPT) remained committed in the past year to advancing administrative excellence. The office also strives to have its components work together as one administration to balance the Institute's needs of today with the Institute's evolving needs of the future.

The areas under the EVPT umbrella include the Audit Division; the Environment, Health, and Safety Office (EHS); the Department of Facilities (Campus Construction, Campus Services, Maintenance and Utilities, Infrastructure Business Operations); the Human Resources Department; Information Systems and Technology; MIT Medical; the MIT Police; and the Offices of Campus Planning, Government and Community Relations, Insurance, Major Agreements, Sustainability, Recording Secretary, Treasury and Planning, and the Vice President for Finance.

Key Hiring Activities

Tolga Durak joined MIT as the managing director of EHS effective April 1, 2017, filling the position vacated by William (Bill) VanSchalkwyk, who stepped down from this position in August 2016, following 10 years of service. Durak came to MIT from Oklahoma State University where he served as director of EHS, overseeing activities across nine campuses, with 12 years of experience. The managing director is responsible for overseeing all EHS programs and management systems and directing all operations and safety services, including laboratory, occupational, and construction safety, fire and life safety, industrial hygiene, radiation safety, biosafety, environmental management, and training.

Jon Alvarez joined MIT this summer as director of campus planning, replacing Dennis Swinford, who left MIT in January 2017. Alvarez comes to MIT from Wellesley College, where he most recently served as director of design and construction. He brings 35 years of relevant experience to this role, including experience at Yale University and the University of Connecticut. In his new position, Alvarez is responsible for guiding the long-range planning for MIT's campus environment and its facilities in support of the Institute's overall mission of research and education.

Enabling MIT's Future

The EVPT leadership team is dedicated to protecting MIT's long-term future through sound planning and financial resilience; to supporting the campus's activities in learning, research, and innovation; and to providing modern and secure technology infrastructure. On July 26, 2016, MIT sold \$500 million in Series E taxable bonds, maturing in 2116 and yielding 3.885 percent. This yield marks an all-time low for the cost of a 100-year bond. The proceeds from these bonds will be used to further advance MIT's ongoing campus renewal and development program, including academic and research capital projects.

Advancing the Innovation Ecosystem

On October 26, 2016, MIT announced the creation of The Engine Accelerator, Inc., a new enterprise designed to support start-up companies working on scientific and technological innovations that have the potential for transformative societal impact. On February 13, 2017, Katie Rae, a veteran technology innovator, entrepreneur, and investor, was named president and chief executive officer of The Engine and managing partner of its first investment fund, The Engine Accelerator Fund 1, a limited partnership. Just months after its launch, The Engine closed its first fund on April 5, 2017, for more than \$150 million, which will support start-ups in The Engine program. With funding secured and leadership in place, The Engine is now focusing on selecting its first group of investments this year. The Engine headquarters opened in newly renovated space at 501 Massachusetts Avenue in Central Square in May 2017.

A series of five MIT working groups were convened to guide the development of policies and simplified procedures as they relate to MIT's launch of The Engine. The five groups focused on facilities access, new models for technology licensing, conflicts of interest, visas for entrepreneurs, and MIT's innovation ecosystem. The Engine Advisory Committee chaired by Anantha P. Chandrakasan, Vannevar Bush Professor and head of the Department of Electrical Engineering and Computer Science, oversaw the work of the five groups and issued a preliminary report with recommendations on June 30, 2017.

Campus Planning and Renewal

On January 18, 2017, MIT and the US federal government signed an agreement for MIT to redevelop 14 acres of federally owned land in Kendall Square that are now home to the John A. Volpe National Transportation Systems Center (Volpe Center). This is an historic opportunity; the site is the only remaining undeveloped parcel of land in Kendall Square. The Institute is investing \$750 million to purchase the parcel. First, MIT will build a new facility to house the Volpe Center on approximately four acres of the parcel. Once that construction is complete, the Institute will purchase and redevelop the remaining 10 acres. MIT filed a zoning-change petition to allow the redevelopment to proceed on June 14, 2017.

Following the Cambridge Planning Board's conditional approval for construction activities to begin at six sites in Kendall Square on May 17, 2016, preliminary work for utilities began. Construction of an underground parking structure is now under way. Design for the first building—a graduate housing tower at site four—is complete. The new tower will include gathering space on the ground floor and MIT-provided childcare on the second floor, with the remaining floors dedicated to 454 units of graduate student housing.

As EVPT worked to advance the Kendall Square program and increase the vibrancy of MIT's east campus, a number of efforts on the west campus were also taking shape. On February 8, 2017, MIT announced that the current site of the West Garage parking facility (W45) on Vassar Street had been selected as the preferred site for a new undergraduate residence hall slated for occupancy by fall 2020. The new dormitory will provide approximately 450 beds and enable the renovation of other residence halls on campus.

The renovation of a brick industrial building at 12 Emily Street (NW98) was completed earlier this year as a new home for the MIT Sea Grant College Program (relocated from Kendall Square), and for the Advanced Functional Fabrics of America. In addition, the renovation of a former warehouse at 345 Vassar Street (W97) for MIT's Theater Arts program is nearing completion. When finished, the renovation will provide the program with rehearsal space, costume and scene design shops, and a two-story theater performance space.

As part of the Institute's investment in infrastructure renewal, work is under way to renew the façades of Buildings 4, 8, and 10. These buildings face MIT.nano, which continues on schedule for occupancy next summer. The renewal work includes replacing windows and restoring the brick and surfaces of the façades. In close proximity, Building 31 is being fully renovated to modernize mechanical and electrical systems while addressing programming needs for Mechanical Engineering and Aeronautics and Astronautics departments. The project, which is nearing completion, includes a new test space for flying robotics and an updated and relocated wind tunnel.

Campus Sustainability

In September 2016, the Institute launched [Access MIT](#) for faculty and staff. Benefits include free subway and local bus passes, increased subsidies for parking at MBTA stations, and commuter rail tickets. Access MIT is a reflection of the Institute's commitment to sustainability and climate action, and was accompanied by a shift to pay-per-day parking at most lots in an effort to reduce the number of cars on campus.

On October 19, 2016, MIT joined with Boston Medical Center and the Post Office Square Redevelopment Corporation to buy electricity from a large new solar power installation, adding carbon-free energy to the grid. The agreement led to the construction of the Summit Farms solar plant in North Carolina, which began operating in March 2017. The 600-acre solar farm is the largest renewable energy project ever built in the US, and the partnership can serve as a model for other organizations working to advance climate-change mitigation efforts.

On May 22, 2017, the Massachusetts Department of Environmental Protection approved the Central Utilities Plant upgrade. The upgrade will support MIT.nano and future campus needs, improve reliability and resiliency, and help MIT meet greenhouse gas reduction targets while moving forward on the Institute's commitment to reduce and eventually eliminate the use of fuel oil.

In spring 2017, MIT launched Energize, an open energy data platform with detailed information about energy use and carbon emissions on campus. Interactive graphics show campus-wide and building-by-building details about use of electricity, natural gas, fuel oil, steam, and chilled water, as well as the greenhouse gas emissions associated with energy use. Data sets can be downloaded and used to drill down into details of energy use.

Modernizing Information Technology Systems

On April 19, 2017, MIT announced plans to upgrade the campus network to the next generation of internet addressing, Internet Protocol version 6. MIT also announced the initial sale of 8 million of 14 million unused Internet Protocol version 4 addresses, creating a source of funds to support activities focused on the future of the internet and the global cyber-infrastructure.

This year, EVPT began to migrate the current Oracle-based data warehouse (Warehouse Classic) to a SAP HANA DataMart (Warehouse 2.0). Warehouse 2.0 is expected to provide several benefits, including more efficient data access and loading, near real-time access to data versus the current 24-hour lag, and cloud deployment. This work will continue through fiscal year 2018.

The phased rollout of the MIT Buy-to-Pay system is nearing completion. A cloud-based application that integrates with SAP, Buy-to-Pay provides a more integrated approach to buying and paying at MIT, with opportunities for continuous improvement of the new system.

In April 2017, the Graduate Appointment Portal replaced Web Grad Aid as the web-based data entry tool for processing graduate appointments. The new Graduate Appointment Portal system is integrated with MIT's student information systems and SAP, providing significant improvements in managing graduate appointments.

Enhancing Community Experiences

The Atlas Service Center opened on March 13, 2017, in a newly renovated space located in Building E17. The center complements the systems, services, and resources available through Atlas online with a physical space that brings together the many services through which community members can obtain in-person guidance. The Atlas Service Center symbolizes what can be achieved when MIT staff work together across departmental boundaries.

Individuals across the EVPT organization aspire to innovate and to create seamless virtual and in-person experiences, integrated systems, sustainable practices, simplified processes, and satisfying interactions for MIT's faculty, students, staff, and extended community. Atlas aligns service delivery in a one-stop-shop experience. EVPT strives to provide service that excels at every level—exceptional online services, responsive assistance on demand, and satisfying face-to-face interactions.

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