

Enterprise Services

Enterprise Services comprises the following offices for which the Dean of Student Life has collected individual reports: Audio Visual Services, Campus Activities Complex, Campus Dining, Copy Technology Centers, Endicott House, MIT Card Office, Parking and Transportation, and TechCASH.

Audio Visual Services

Summary Statement

Support for classes and other events related to the Institute's educational mission comprise approximately 65 percent of the activities of Audio Visual (AV) Services. Technicians were assigned on a daily basis in all of the major lecture halls, many classrooms, and event space to provide equipment and technical support. This service created a collaborative environment between departmental staff, faculty, and students to meet communication demands. Departmental event support activity includes meetings, conferences, and special events. Presentation technology/system installation projects and maintenance agreements continue to be developed. These agreements provide ongoing preventative maintenance for complex systems to assure proper operation and functionality.

Highlights of the Year

The AV technicians were awarded an MIT Excellence Award in October 2003 for going above and beyond to provide the MIT community with exceptional client service.

AV provided services for two major events this year: the Dalai Lama's conference presentation at Kresge Auditorium, and Michael Dell's, of Dell Computers, presentation at the *Technology Review* TR-100 event. More than 20 student cultural events were produced with assistance from AV staff and equipment. Three satellite teleconferences sponsored by the MIT Enterprise Forum were produced with staff from Advanced Media Production Services. The National Collegiate Athletics Association Women's Gymnastics Championship was supported in the Rockwell Cage with sound and projection systems. The department supported Commencement 2004 through numerous sound and projection systems throughout campus. A videoconference from the International Space Station (ISS) was held on Alumni Weekend 2004 with ISS astronaut and 1989 MIT graduate Mike Fincke.

The Stata Center building complex was opened in early May 2004. This event involved the operation and installation of permanent and temporary presentation equipment throughout the Student Street.

New Initiatives

- New presentation technology systems were installed for three Music Department classrooms, an Athena classroom in 37-312, the Libraries Digital Instruction Resource Center, 4-270, the Research Lab for Electronics conference room, and the Nuclear Reactor Laboratory conference room.
- Classroom systems upgrades were begun in 2003 in 10 Building 2 classrooms, 4-231, 4-237, and 10-250.
- Digital signage systems for the Chemistry Department will be installed in Building 18 and Building 2. These projects will be completed during fiscal year 2005.
- The Infinite Corridor digital signage system was expanded to Building 4, adjacent to the Coffee Shop.

Summary of Staffing Changes

One vacancy was created among the service staff in April 2004 and will be filled in time for the fall 2004 semester.

Louis W. Graham, Jr.
Manager

More information about Audio Visual Services can be found on the web at <http://web.mit.edu/ao/www/>.

Campus Activities Complex

Summary Statement

The Campus Activities Complex (CAC) assumed expanded responsibilities for the new Stata Center while continuing to strengthen its other core functions. The department transitioned into the new Division of Student Life (DSL) Enterprise Services group, which provides important campus life and event support services to the community. A primary focus of the year involved the creation of a Stata Center Program Report, the subsequent hiring of a Stata Center manager, and the initial rollout of the new Student Street program. CAC collaborated with other DSL and administrative departments to upgrade the scheduling software platform and expand its use as an event-planning and resource-management tool within DSL and on campus. CAC strengthened its partnership with the Facilities Department with improvements to the student and community spaces that it manages.

Highlights of the Year

CAC dedicated and opened Stata Center (Building 32) to the MIT community. The building's five classrooms, Forbes Café, and R and D common area were all used for a variety of events.

CAC led a review process that culminated in a report that outlined a new management model, support to classrooms and their use, event planning and support processes, and community-building activities. Special emphasis was centered on defining the Student Street and other related public spaces in the complex. The report was developed in collaboration with Facilities, Student Life Programs and other DSL departments, Stata client and construction teams, and student leadership.

CAC supported major Institute events, including Orientation, the Alumni Leadership Conference, Family Weekend, the Fall Festival, Charm School, Panhellenic recruitment, Campus Preview Weekend, Spring Weekend, reunions, and Commencement. CAC also supported the following large events on campus: the Emerging Technologies Conference, the Whitehead Institute's conference, the Dalai Lama's visit, New England Board of Higher Education's Science Network conference, Bill Gates's visit, and the Gay and Lesbian Sports conference.

The following tables show the increasing trends in usage of CAC space and attendance at CAC events:

CAC Space Reservation and Usage

	2002–2003		2003–2004	
	Reservations	Actual usage	Reservations	Actual usage
Institute offices	9,200	5,460	10,394	6,602
Departmental programs	7,359	5,025	8,480	6,249
Conference services	1,743	364	1,836	289
Government and community service groups	98	71	78	64
Student groups	7,499	6,341	7,903	6,462
Individual	183	117	440	385
Total	16,882	11,918	18,737	13,449

CAC Promotional Space Reservations and Usage

	2002–2003		2003–2004	
	Reservations	Actual usage	Reservations	Actual usage
Student groups	2,070	1,873	2,024	1,875
Institute offices and affiliates	1,741	1,523	2,018	1,726
Total	3,811	3,396	4,042	3,601

Attendance at CAC Events (Individuals Served)

	2002–2003	2003–2004
Institute events and affiliates	322,299	362,998
Departmental programs	242,879	304,334
Conference services	69,137	48,136
Government community service groups	10,283	10,528
Student groups	249,060	259,437
Individuals	4,153	4,856
Total	575,512	627,291

Event Support Fees

CAC completed the second year of the Comprehensive Event Support Fee Program, generating new revenue to improve services offered to stakeholders and returning 39 percent of gross fees back to the Facilities Department to offset service staff labor costs.

Computer Reservations System Upgrade

CAC purchased and installed the next generation of reservation software, EMS Enterprise, in collaboration with the Department of Athletics, Physical Education, and Recreation (DAPER); Housing; Campus Dining; and the Conference Services Office.

System efficiencies were increased by decreasing the reservation process turnaround from a three-to-five-day process to a one-day process, thereby saving valuable staff time while improving response to event planners. Furthermore, the confirmation process shifted from mailing to email format, making the process more accurate and prompt.

Individuals from DAPER, CAC, Student Life Programs, DSL administration, Music and Theater Arts, Conference Services, the Community Services Office, and the Sloan School were trained in the new scheduling software program and its use as an event-planning and resource-management tool.

Programs and Support Services

CAC created new and improved event spaces—the Community Room in the Religious Activities Center and Private Dining Room #4 in the Student Center. The MIT Credit Union ATM on the first floor of the Student Center was added this year, and CAC collaborated with SaveTFP to initiate a weekly alternative entertainment program in the Coffeehouse. Furthermore, CAC assisted with numerous efforts to improve student facilities including Walker, Program Review Workgroup, and upgrades to the Black Students' Union Lounge; security enhancements to the Logs Recording Studio and Rainbow Lounge; and improvements to Association of Student Activities' (ASA), Student Center space in W20-401.

CAC also initiated and participated in numerous improvements to CAC facilities and event spaces. Improvements included cleaning and refinishing the Chapel altar sculpture with the assistance of the List Visual Arts Center; refurbishing the Chapel organ and recaning the Chapel chairs; repainting the Religious Activities Center's (W11) event rooms, the Student Center Sala Rooms W20-407 and W20-491, and the basement retail hallway; and, finally, refinishing Sala's floor.

Further upgrades and improvements entailed creating new signage for the Student Center, including directories on all floors, campus maps on the first floor, and room cards for each event room, as well as working with the Facilities Department and a Cambridge-based energy consortium to install solar panels on the Student Center roof as part of a pilot energy program. CAC also purchased new furniture for Morss Hall in Walker (50) and obtained assistance from Facilities in replacing the Stratton Lounge carpeting and installing new roof covering on Walker Memorial.

The Hobby Shop experienced a strong growth (18 percent) in membership, bringing participation to more than 550 members for 2003–2004, 347 of whom were students.

The Hobby Shop classes and teaching experiences were expanded by the Shop with three credit seminars, including the new Residence-based Freshman Advising Seminar SP.766 Design and Build: Real Solutions to Dorm Room Space Constraints and the Public Service Design Seminar, Waterjet Technology.

Collaboration with academic departments included Terrascope, offering students shop instruction and consultation, continued work with Second Summer Program 2.971, five non-credit classes for graduate students with a grant from the Graduate Student Council, and Independent Activities Period classes.

Hobby Shop improvements included the purchase of a new miter saw, woodworking bench, computer for CNC lathe, improved dust collection for the band saw, and a rebuilt waterjet.

The bookings for Tim, MIT's mascot, increased this year, indicating a positive emphasis on School spirit. Promotion of the mascot, including a planned photo service in partnership with the MIT Coop, will enhance the mascot's visibility on campus and in services directed toward campus visitors. Licensing the image and developing promotional materials are also under consideration.

CAC participated with Enterprise Services in two marketing events: the Vendor Fair in September and the ShopMIT event in January, allowing hundreds of employees and students to learn about our services and programs.

In October 2003, CAC planned and hosted its first Event Logistics Open House, featuring CAC and other service departments, including Audio Visual, Copy Technology Centers, Parking and Transportation, Video Production, Tech Catering, the Faculty Club, Endicott House, MIT Museum, Mail Services, Recycling, Disability Services, and Conference Services.

Talbot House provided accommodations to 34 groups while generating \$41,513 to offset the costs involved with running the house.

New Initiatives

Our new initiatives include enabling event planners to look up space availability, request facility reservations, and plan their activities over the web. This service will allow for the development of a "virtual" front door for event planners, dramatically improving the efficiency of the event process on campus. Also being considered are opportunities to bundle services, thus expanding collaboration with other campus event service providers.

We will continue the development of the Stata Center program and the central management role CAC has in this process. Our focus includes establishing procedures and support mechanisms for event spaces, creating the new Stata Center Advisory Board, engaging in community-building exercises and experiments, and developing appropriate services to support the growing number of visitors to this Frank Gehry-designed building.

We also plan to develop a new program for Walker's Morss Hall, making it a full-time event space for the fall. This opportunity is the result of the shifting of community dining services to Stata.

A 50th anniversary program celebrating the MIT Chapel and Kresge Auditorium is planned for the fall of 2005. The focus will be on the past and current notions of community as well as the unique character of their significant architectural design.

We will develop the communications, marketing, and assessment capabilities of CAC through the proper configuration of duties, enhanced staff training, and the redesign of service offerings.

We plan to utilize the event support fees to upgrade CAC-run facilities and equipment as a means of providing a better quality of service to the MIT community. Planned initiatives include a new filtration system for the Chapel moat, new signage for the Chapel, retiling of the first floor of Religious Activities Center, new carpet and shades for Wong Auditorium, and upgrading the private dining rooms in the Student Center, including furnishings and audiovisual/teleconferencing capabilities.

Improving student spaces with support and coordination from the ASA and its affiliates will also be a priority. Next year's focus will be to develop a proposal to review the renovation and furnishing needs of student spaces in the Student Center and Walker as well to establish new procedures to identify and prioritize needs within this portfolio.

We also plan to secure support and approval for CAC's capital renovation needs: MIT Chapel and Kresge Auditorium Phase 2 renovation of window walls and mechanical systems; complete renovation and restoration of Walker Memorial; and renovation of the Stratton Center Reading Room. We are also planning a partnership with and support of Campus Dining efforts to renovate the Lobdell Food Court.

We will develop a department-based approach to fundraising, tied into DSL fundraising activities and geared towards efforts to raise monies for a new and expanded MIT Hobby Shop and other facility and service opportunities in CAC.

We will also focus on planning for the future needs of community and event/meeting spaces on campus by extracting data from the expanded reservation system, quantifying demands and needs within the campus, and providing strategic direction for the capacity and placement of these services and facilities on campus.

We plan to propose a major fundraising drive targeted at moving the Hobby Shop to the basement of the Stratton Student Center, where expanded space can provide further teaching collaborations with academic departments and support to construction-related student activities.

Following years of increasing deficits, decreased use, and growing facility renewal needs, MIT accepted the recommendation of CAC and DSL to close the Talbot House Program and place the property up for sale. A review committee will be established to determine the best way to allocate and use the income from the sale to further student leadership activities.

Lastly, staff turnover has provided an opportunity to reconsider the organizational framework of the staff. A restructuring plan focusing on strengthening capabilities is under way and will be implemented in the new year pending approval.

Summary of Staffing Changes

The year began with the transition of CAC into the Enterprise Services Group under the leadership of the dean for student life. The change has brought new opportunities for collaboration, marketing, and innovation.

Staffing changes included the hiring of Paul Buckley as assistant manager of evening operations and the selection of Debra Kedian as the new Stata Center manager. Two long-time staff members retired in the spring: David Flett, manager of day operations, and Rose Needham, assistant manager of day operations. Support staff Katie Clapp and Christie Wright left to pursue other career directions.

Claudette Palmer distinguished herself with a performance-based DSL/DUE Infinite Mile Award at the DSL/DUE annual end-of-year event.

Phillip J. Walsh
Director

More information about the Campus Activities Complex can be found on the web at <http://web.mit.edu/campus-activities/www/>.

Campus Dining

Summary Statement

FY2004 was a milestone year for Campus Dining in advancing its mission and, in particular, working in collaboration with the many MIT constituencies that depend on its services. The multiple contractor business strategy is showing significant results, and capital improvements are demonstrating their worth both qualitatively and financially. The flexibility of MIT's multicontractor approach also showed its merit this year in our ability to find new partners to fit dining locations where previous operators were not successful. Changes to the MacGregor C-Store, the Simmons late night café, and the operator for the Punj Juice Bar in the Zesiger Sports and Fitness Center are all examples of successful changes that are better filling community needs.

Highlights of the Year

House Dining operations showed improved patronage and support. Talk of dining is generally focused on the improvements that have been made and how Campus Dining can meet community needs in residences. Student residents are requesting dining operations in the residence halls based on what they have seen demonstrated elsewhere in the Campus Dining system. This is a measured reversal of attitudes from just a few

years ago. Campus Dining's Preferred Dining Membership residential discount program continues its successful rollout to students with higher patronage at all House Dining locations.

A kosher dining program on campus was introduced and has been received with favorable response and good participation from its target customer base. This program was developed in close collaboration with MIT Hillel and demonstrates the transition of Campus Dining from being a problem to being a problem solver, working with the breadth of campus constituencies on their service needs. Additionally, we have worked with the Muslim Student Association to maintain and enhance the halal food offering at Baker House.

Campus Dining has begun to help the fraternities, sororities, and independent living group's (FSILG) Cooperative Incorporated (FCI) with a number of important initiatives, and the groundwork is laid for mutually beneficial relationships between Campus Dining, its contractors, and FCI.

A newly forged partnership between MIT Medical and Campus Dining proactively addressed a prospective student's allergies: through a coordinated approach, the Office of Campus Dining and MIT Medical not only helped to successfully recruit this highly desirable student to MIT, but also to ensure that he has the special attention and communication links necessary to maintain proper nutrition.

We contributed to recruiting efforts through extensive participation in Campus Preview Weekend, ensuring that students and parents knew what Campus Dining at MIT was all about and that they had multiple opportunities to sample our food, services, and facilities first hand.

We successfully developed the internal provider workings of a competitive catering model through the Tech Catering branding of Sodexo's catering business in addition to the strong catering offerings of our Faculty Club and MIT Catering businesses. This dynamic is working well in securing value for MIT event planners and in winning business previously awarded to off-campus vendors.

We have set the stage for a new level of collaboration and business development with summer programs, introducing a board-style dinner program in which multiple summer camps will participate. This program was successfully implemented this summer.

Simultaneously with the broad qualitative improvements in Campus Dining, we continue to achieve significant financial improvements. In the face of aggressive targets, Campus Dining is exceeding its budget expectations and is positioned to continue this trend into the next fiscal year.

New Initiatives

The coming fiscal year's activities should complete the groundwork for Campus Dining from a facility, service, and relationship perspective. Significant efforts in this coming year will include the following initiatives:

- Placing specific emphasis on graduate student needs, including meal programs to gain customers and provide value to these students
- Developing an integrated marketing and business development strategy to take full advantage of program investments, specifically to increase participation among graduate students, faculty, and staff
- Ensuring that the Stata Center's Forbes Café, R and D Pub, and Faculty Lunch Program usher in a new benchmark for campus retail operations
- Developing the faculty lunch program and R and D Pub as complementary services and a hub of casual interaction between faculty, graduates students, and visiting colleagues
- Implementing a commissary meal program offering for FSILG Coop member dinners
- Renovating and improving programs at Pritchett Grill and C-Store in support of East Campus residents
- Further developing Walker as a sophisticated catering event site
- Working with point-of-sale data to create ongoing revenue evaluation tools for tracking progress on budget and in reacting to customer trends and demands
- Creating a model for evaluating overall campus foodservice market potential
- Creating sophisticated systems of operational evaluation and contract compliance with our vendors
- Developing a business plan for a new foodservice operation for the new Broad Institute facility, which will service both the MIT community and the Cambridge community at large
- Developing business models and strategies for the consistent and safe operation of campus pubs, including administrative oversight of the Thirsty Ear Pub

Richard D. Berlin
Director

More information about MIT Campus Dining can be found on the web at <http://web.mit.edu/dining/>.

Copy Technology Centers

Summary Statement

“A Copy Center and a Whole Lot More” is not just our slogan; it summarizes the vision of what we are today and what we intend to be tomorrow. The past year has seen the department reach out to all our customer groups in diverse and creative ways. Combining the delivery of traditional copy services with a deep commitment to be involved in the MIT community has brought out the best in this organization. Whether it entailed subsidizing/sponsoring student organizations, or lowering costs to the administrative community in tough financial times, or providing new technologies to the faculty in the delivery of course content, Copy Technology Centers (CTC) rose to the challenge. This past year we pledged to provide solutions to the community’s needs, and we look forward with enthusiasm to continuing that in the years ahead.

Highlights of the Year

In partnership with the Department of Electrical Engineering and Computer Science, CTC provided personal, comprehensive, on-demand copy services to the entire department at a discounted rate in response to stated needs. CTC met monthly with the Publishing Services Bureau to explore positive, cost-effective solutions for the Institute in the areas of business cards, letterheads, and print projects.

Participation continues to grow in the much-sought-out Institute Copier Program, which places copy devices in departments, laboratories, and centers (DLCs) fully managed by CTC staff. There are now 90 devices in 41 DLCs.

CTC collaborated with the MIT Libraries for the placement of networked copier/printers on the Student Street area of the new Stata Center. The devices will serve as print output devices from the nearby Library kiosk workstations, as well as be available to walk-up, casual users.

We installed new, networked color printer/copiers in all three CTC centers. The new devices are faster and of higher quality, resulting in a better product offering. By reducing our operating cost for this service, CTC was able to lower the pricing to the community for this service, the need for which is growing rapidly.

CTC made a proposal to Information Services & Technology (IS&T) to manage all Athena cluster laser printers and supplies. In June we completed a short trial that included the successful care and maintenance of 27 printers in 15 locations under our Institute Copier Program.

CTC successfully introduced a web-based storefront to conduct e-commerce, selling course materials initially to distance-learning students and then, in the fall of 2003, to incoming Sloan MBA students.

CTC developed, tested, and implemented a new, innovative online copyright management program, making the process of seeking and obtaining copyright for course materials more efficient and interactive for both faculty and our copyright staff.

We also introduced the ability to scan materials into electronic format to either store for repeated/future use, or burn them to easily transported CDs. We also introduced a much-requested large-format service, offering color prints—up to 42 inches—in a variety of stocks. Finally, CTC implemented a more efficient chargeback billing system for internal customers. All three services have been received enthusiastically.

In addition to the successful Coffee with CopyTech Program, CTC continues its commitment to the recycling initiatives on campus; is a proud sponsor of the Artists Behind the Desk program; and subsidizes, sponsors, and partners with numerous student groups, organizations, and events throughout the year.

New Initiatives

CopyTech will continue to add functionality and expand the program that allows us to conduct business electronically through our website. The development of the Copyright Management Program will add additional features that will continue to enhance and simplify the process. A more comprehensive interactive model between faculty and the service will be introduced.

Additionally, CTC plans to aggressively revamp the care and maintenance of the laser printers in Athena clusters in the coming year. Bringing our copier program expertise, along with a partnership with Office Depot for supplies, we plan to bring the service to a higher level.

CopyTech will introduce a simplified set of new business card offerings. The newly designed cards (with the assistance of the Publishing Services Bureau) will be ordered electronically for efficiency and quality control.

Ongoing research into a new Electronic File Submission Program will continue. A web-based order and submission program will replace our current method and become an integral part of our e-commerce website.

CopyTech successfully tested collaboration with the Registrar's Office to print the student registration forms for the upcoming fall 2004 class. Nearly 10,000 forms will be produced with each student's individual information on it. Early tests have shown this to be a creative and cost-effective solution for the Registrar's Office, and it will likely become a permanent service.

The Sloan CopyTech office will be exploring a partnership with *MIT Sloan Management Review* in the process of digitizing and storing materials. The goal is to research the feasibility of using templates, scanning, and storing Sloan faculty writings into a database of searchable and distributed content.

This year, an intense program marketing the services offered in our Sloan CopyTech will target the East Campus area. CopyTech will also introduce a comprehensive education of the administrative community in the following months starting with a monthly “Did You Know?” mailing. Each month a different service will be highlighted in a colorful, simple, and informational mailing.

CTC has introduced a new, redesigned website. The site, designed by our staff, brings our website to a more creative and informational level than ever. It also sets the stage for implementation of our expanding e-commerce and file submission initiatives that are planned this year.

Summary of Staffing Changes

- David Petzke replaced Ken Hall in the driver-utility position (service staff).
- Joe O’Hearn moved from CopyTech E52 to 11-004 (service staff).
- Stephen Handy resigned from CopyTech 11-004 (support staff).
- Bret Kerr resigned from CopyTech Express W20 (part-time support staff).

Steven M. Dimond
Manager

More information about Copy Technology Centers can be found on the web at <http://web.mit.edu/ctc/www/>.

MIT Endicott House

Highlights of the Year

The economy had a major impact on the financial side of MIT Endicott House’s operation. FY2004 was another challenging year, resulting in a forecasted \$193,000 negative cash flow. On the other hand, even as revenues fell short of budget for the year, the end result was a \$127,000 improvement over FY2003. Revenues increased for the second consecutive year, signifying positive change. Expenses increased 4 percent for the year due to fixed-cost increases producing a zero percent change in net cash flow over the previous year. FY2004 operating losses were reimbursed from Endicott House reserves.

With the continued slow economic improvement, a shift in bookings was also experienced. A significant increase in day meetings and functions, as opposed to overnight bookings, produced an increase in the number of guests overall but generated less revenue. A positive outcome was the increased revenues generated from MIT (e.g., a significant increase of \$190,000 came in from the Sloan Executive Education Programs). Bookings increased by 30 percent, even though overall revenue growth in the external market was not achieved. The primary factor in the external market was a reduction in overnight conferences, fewer participants, and shorter meeting duration. In light of these dynamics, attention was given to develop market segments where growth was seen

within the Institute and medical sectors. These efforts generated a 20 percent increase in bookings overall.

Also notable is the constant theme in our department to meet and exceed client goals and expectations. Through various means of feedback, our food quality, guest service, and commitment scores were excellent. In view of that, we continue to focus energy and financial investment in training, development, motivation, and recognition programs for sustained improvement. For a second year an Endicott staff member, Patricia Hilliard, received an Excellence in Service Award.

Maintenance repairs to the Weld Pond dam were completed this year. The Environment, Health, and Safety Office and Senior Counsel's Office have provided support in this effort. Weld Pond, a 32-acre man-made pond, which was part of the original estate gifted to MIT by the Endicott family, provides water for irrigation at Endicott House. With the acceptance of this gift, we have begun establishing a trust with property abutters. Caretaking of the pond has been incorporated into the overall stewardship of the historic landscape architecture of the Endicott property.

New Initiatives

The goals for FY2005 remain constant: continue to strengthen and increase business volume in order to return to a positive cash-flow position, expand usage by the MIT community through marketing and special packaging, focus on improving services, and seek excellence through continued staff training and development. Although the past three years have been very challenging, the Endicott team remains focused and dedicated to our mission.

The trend in advanced bookings is continuing for FY2005, providing confidence that, with a growing awareness within the MIT community and improved economic conditions overall, FY2005 will see the department return to a positive cash-flow position.

As previously noted, the department remains committed to meeting future conference and special-event needs within MIT through expansion of the facility. This past year capital expenditures were devoted to enhancing the meeting/conference environments. Plans are to complete Americans with Disabilities Act compliance requirements by the end of the next fiscal year, including elevator renovations. Most significant is the continued investment in technology. In addition, we continue to invest in general building maintenance, equipment upgrades, furniture replacement, and technology improvements.

Marketing at Endicott House has seen dramatic change and adaptation over the past three years. The continued uncertainty of the economy and MIT departmental budget reductions require a constant search for new markets and clients. We see great opportunity in exposing a larger population of the MIT community to the meeting/conference offerings at Endicott House and will continue to focus targeted attention to that end. Continued outreach to the MIT community from our office on

campus is critical in meeting our MIT goals. In the external area, strong opportunities exist through MIT relationships, client referrals, and direct marketing to the educational and medical areas. Meeting the corporate business segment objectives will require a close evaluation of potential markets and our approach in direct mail and telemarketing.

Michael Fitzgerald
Manager

More information about MIT Endicott House can be found on the web at <http://www.mitendicottthouse.org/>.

MIT Card Office

Summary Statement

The MIT Card Office has expanded upon the success achieved in previous years in order to best serve the needs of the MIT community. The Card Office continues to distribute local control over the security system to client departments while providing an increasingly robust, scaleable, and fault-tolerant system overall. Progress has been made to convert the campus-wide Intrusion and Life Safety Alarm System over to the state-of-the-art security system that the MIT Card Office operates. The Card Advisory Council has been very successful, meeting quarterly to discuss and make policy recommendations regarding issues that affect the entire MIT community.

Highlights of the Year

The Card Office upgraded the Virtual Private Network security system. The success of this initiative has led to the adoption of similar network security systems by other departments within the Institute.

Digital video surveillance was integrated with the access control security system. This initiative provides enhanced use of video surveillance technology at the Institute while allowing entities such as the MIT Police Department and Emergency Response Group to securely utilize video data remotely under emergency conditions.

Biometrics access control devices were introduced this year. Use of proximity-enabled ID cards and access control devices was expanded. A formalized process to allow MIT departments to sponsor unofficial members of the MIT community to obtain MIT Affiliate ID Cards was implemented. This initiative allows for greater control over and record-keeping of affiliated members of the MIT community who have business on campus.

The Card Office accomplished partial integration of IS&T independent access control system and total integration of Biology independent access control system into the centralized MIT Card Office access control system.

New Initiatives

The Card Office plans to expand use of the campus-wide access control system to the MIT Sloan School of Management.

The Card Office also has plans to transfer 32 buildings from telephone-based communication to network-based communication. This initiative will enhance the overall reliability of the entire security infrastructure.

The Card Office plans to introduce communication fail-over from network-based communication to telephone-based communication in the event of temporary network outage. This initiative will provide greater fault-tolerance within the security infrastructure, allowing the system to operate under emergency conditions. Furthermore, the Card Office plans to introduce a fail-over server in MIT's secondary data center. This initiative will provide greater fault-tolerance within the security infrastructure, allowing the system to operate under emergency conditions.

Memory capacity throughout the access control system will be upgraded to accommodate the rapid growth of the access control system and the expansion of the card-holder database from approximately 20,000 card holders to more than 27,000 active card holders (approximately 26 percent growth).

Summary of Staffing Changes

On June 15, 2004, Nancy Fu resigned. Pamela Hamada has been hired to fill the role of customer service assistant.

Summary Statistics

- Expansion from 12 to 26 client security workstations exercising local departmental control over the campus-wide security system
- Expansion from 74 to 128 building control panels hosting a total of 620 access control devices and 685 alarm monitor points (approximate growth of 42 percent to system)

MIT Identification Card Statistics, Fiscal Year 2004

	No. printed	No. currently active
Student	9,755	11,106
Employee	5,268	7,166
Affiliate	1,947	2,609
Temporary access/conference	9,319	11,717

Daniel Michaud
Manager

More information about the MIT Card Office can be found on the web at <http://web.mit.edu/mitcard/>.

Parking and Transportation

Summary

The MIT Parking and Transportation Office provides the following services to the entire MIT Community:

- Parking permit allocation, issuance, and management
- Parking facility management (4,814 spaces)
- Parking violation issuance and management
- Subsidized MBTA pass program
- Full-price MBTA pass sales
- MASCO M2 shuttle ticket sales
- SafeRide shuttle program
- TECH Shuttle
- Shuttle charter services
- Charles River Transportation Management Association Partnership

MIT is required by the Federal Clean Air Act of 1973 to provide parking to no more than 36 percent of the MIT commuting population. The Parking Office issues more than 7,000 parking stickers between August 15 and September 15 annually.

Highlights of the Year

MIT Parking and Transportation currently operates four parking garages and 23 open parking lots. The SafeRide shuttle program operates from 6 pm to 3 am, Sunday through Wednesday, and from 6 pm to 4 am, Thursday through Saturday. There are two routes that serve Boston (east and west) and two routes that serve Cambridge (east and west). The SafeRide shuttles currently serve more than 200,000 riders per year. The TECH Shuttle was designed to provide daytime transportation to all members of the MIT community. The shuttle runs from 7 am to 7 pm Monday through Friday. The TECH Shuttle currently serves more than 200,000 passengers per year. The Parking Office operates Logan Airport shuttles to accommodate students leaving for Thanksgiving, as well as winter and spring breaks. Nearly 800 students took advantage of this service during the past year. We also use our fleet of vans and mini-buses to transport MIT groups to MIT functions. In FY2004 we were hired to provide 275 round-trip shuttles. We are a member of the Charles River Transportation Management Association, which provides EZRide shuttle service, the Emergency Ride Home Program, and the Commuter Incentive Program to the MIT community.

We continue to move the many manual Parking Office processes to web-based applications. The following are highlights of FY2004:

- Implementation of a web-based parking registration system, which allows students, faculty, staff, and affiliates to enroll online at anytime from anywhere and reduces data entry costs and time to process parking permits
- Receipt of an Infinite Mile Award from IS&T for implementation of the online commuting services enrollment application
- Rollout of Shuttletrack, a Global Positioning Satellite-based tracking system, available to the MIT community, which tracks the locations of both the TECH Shuttle and SafeRide vehicles
- Recognized by the US Environmental Protection Agency as one of the “Best Workplaces for Commuters” for providing outstanding commuter benefits and working to reduce traffic and air pollution
- Began selling full-price MBTA passes
- Began selling MASCO M2 Shuttle tickets
- Ran the annual Toys for Tickets Program, which resulted in the donation of 120 toys to a local charity at Christmas
- Partnered with Campus Police on the annual Transportation Fair and Abandoned Bike Program

New Initiatives

We are working with IS&T to implement online T-pass applications, which will result in increased efficiency and customer satisfaction. Rollout is scheduled for September 2004. We also plan to start a Discovery Project to look at the feasibility of providing visitor parking on the web. Investment in a pay-by-credit-card system in the West Garage will provide a process for event parking and produce a large revenue stream. Continued

growth of our charter service business will assist the MIT community while growing our revenue stream.

Staffing Changes

The MIT Parking and Transportation System is outsourced to Standard Parking. There is one MIT employee in Parking and Transportation, the operations manager, who oversees the Standard Parking relationship. The Standard Parking staff was reduced by two employees in FY2004 due to the implementation of online parking applications and additional parking gates.

Larry Brutti
Operations Manager

More information about the MIT Parking and Transportation Office can be found on the web at <http://web.mit.edu/parking/>.

TechCASH

Summary Statement

TechCASH is the declining balance spending plan provided by MIT for the use of students and employees. Participants use their MIT ID card to make purchases at dining halls, bookstores, convenience stores, laundry, vending machines, and CopyTech centers. Students deposit funds into their TechCASH account by using the online management feature of the TechCASH website. Deposits can be made by credit card or by charging their student account. Purchases made by employees are deducted from their paycheck in the following pay period.

Currently, more than 30 retail locations on and off campus accept TechCASH as a form of payment. The competition for TechCASH consists of cash, credit cards, and debit cards. TechCASH lends itself to the smaller, repetitive purchases that make it more convenient for the customer. Using TechCASH allows the user to not have to carry cash, or worry about having enough cash on hand. These transactions can be completed faster with TechCASH, as the customer does not have to wait for a cashier to make change.

Highlights of the Year

Several new merchants became participants in the TechCASH program in FY2004:

- New Tech Barbers (July 2003)
- The Coop—Kendall Square and the Student Center (August 2003)
- 660 Corporation and Campus Convenience (September 2003)
- Polcari's Restaurant (December 2003)

- MIT Audio Visual Services (February 2004)
- MIT Alumni Association (May 2004)
- MIT Student Art Association (June 2004)

In August the Campus Card Management System was upgraded to the Diebold CS Gold 4.0 platform. This enabled IP communication for all point-of-sale devices, which provides greater system stability.

In January we moved the Card Management System servers down to the MIT server farm in W91. This is a secure facility with dedicated and back-up power supplies and optimal HVAC for system performance.

In May we participated in the Campus Dining web survey conducted by Student Voice. The information gained from this survey was incorporated into a new marketing plan to be implemented in FY2005.

New Initiatives

This year we began a program based on the retail merchant gift card idea. The Card Office and TechCASH office combined to produce customized cards that can be loaded with TechCASH value. This process has been popular with departments that want to use TechCASH as part of their Rewards and Recognition Program. In June we produced 625 cards for the Facilities Department Rewards and Recognition Program. Each card is loaded with \$5 to be used wherever TechCASH is accepted.

We have also partnered with groups that want to use TechCASH as an incentive. This has been most popular for groups that want to survey for student opinions. The department hosting the survey will send a list of survey participants and a dollar amount to be added to their TechCASH accounts. If a student doesn't have an account, one is opened using the survey incentive funds.

In planning for FY2005, we developed a marketing plan to try to increase the participation levels of graduate students and employees. These strategies involve repetitive mailing campaigns to these segments of the community. It is also expected that TechCASH literature, including a coupon, will be included in the new employee orientation package.

The Campus Dining Office will be opening many new facilities in the upcoming months. The TechCASH Office will be responsible for the installation of the point-of-sale equipment in all locations. This includes the Stata food and pub locations, McCormick Dining Hall, the Broad Institute foodservice facility, and a new merchant at the vacated Arrow Street Crepes location in the Student Center.

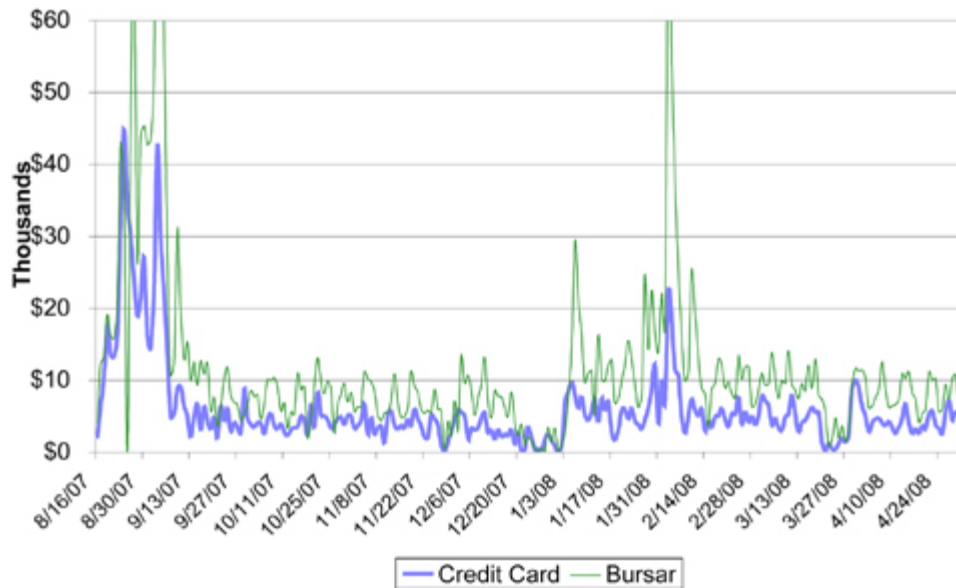
Key statistics on the TechCASH program are presented below:

TechCASH Participation, May 2004

Category	MIT population	TechCASH accounts	Participation rate
Undergraduate students	4,112	3,315	80%
Graduate students	6,228	767	12%
Employees (faculty, staff, support)	9,000	2,300	25%
Total	19,340	6,382	32%

Source: MIT 2003 Annual Town Gown Report, October 2003 Registrar’s Report

TechCASH Daily Deposits by Students



TechCASH Deposits, 8/15/03–4/30/04

Deposit type	Average daily deposits (\$)	Average individual deposit (\$)	Total deposits (\$)
Bursar—student account	\$11,727	\$291.56	\$3,099,027
Credit card	\$5,921	\$255.04	\$1,561,592
Total	\$17,648	\$278.21	\$4,660,619

Reported Satisfaction Levels with TechCASH Service

How convenient is TechCASH for you?	Undergraduate students	Graduate students
Very convenient	83%	69%
Convenient, but difficult to add funds	7%	12%
Prefer to use credit card	5%	13%
Prefer to use cash	4%	6%

MIT Campus Dining Web Survey, April 2004

Steven Immerman

Senior Associate Dean and Executive Director of Enterprise Services

More information about Enterprise Services can be found on the web at <http://web.mit.edu/dsl/departments/index.html>.