

Executive Vice President

Accomplishments during the academic year 2003–2004 continue along the timelines reviewed last year for capital construction and implementation of Systems, Applications, and Products in Data Processing (SAP) enterprise software modules.

The Ray and Maria Stata Center opened to multiple celebrations. Less heralded but vital to the neighborhood and the livability of the campus were the completion of the redesigned Vassar Street and the plaza surrounding Stata. With the brain and cognitive sciences project topping out across the Street, Novartis R&D occupying Technology Square across Albany Street from the project, and the Whitehead Institute and planned Broad Institute across Galileo Way, one can sense a potential new center of gravity of the campus emerging.

Enterprise software projects continued apace as well. The SAP Human Resources (HR), Retiree Payroll, and Plant Maintenance modules went into production on the campus, as did the complete suite of financials at Lincoln Laboratory. With the introduction of each new SAP module, the campus and Lincoln come closer to the goals of system integration, seamless workflow, and paperless transactions among HR, Payroll, Budget and Finance, and Purchasing .

As we sustained momentum on these fronts, we spent the better part of 2003–2004 restructuring our budgets for fiscal year 2005. Working as a team, leaders of the units reporting to me identified and implemented \$23 million in base reductions. The challenge was unprecedented, as was our success. In several areas, we could cut costs because of decreased intermediation required in business processes thank to new SAP technology; in other areas, we were able to reorganize for better client focus, even as some low-priority services were discontinued. All in all, we believe these reductions will stick, although new needs as well as old but unattended ones will rise to claim new resources when budgets are less constrained.

Another issue worthy of mention is the emergence of compliance as a focus in the controller's, Institute auditor's and director of sponsored research's areas. Regulations increase at an ever-faster pace, challenging the Institute's capabilities. Accordingly, we have invested in new training, consulting, and monitoring even during a year when nearly all budgets were reduced significantly.

This year was also one of major transitions among leaders in my area. Jerry Grochow joined us as vice president for information services and technology (IS&T) following a distinguished career in the commercial software world. We were aided in recruiting Jerry by an able and dedicated search committee chaired by Dean Robert Redwine. Jerry brings to MIT a natural predisposition to client service, and his early efforts at refocusing and reorganizing IS&T bode well for engagement with faculty and staff on critical information technology issues and projects.

Vicky Sirianni announced that she would step down after 10 years as our chief facilities officer. A distinguished search committee chaired by associate provost Claude Canizares worked with me on a national search for exceptional candidates, and as 2004 was closing we announced success. Bill Anderson agreed to join us as chief facilities officer. Bill brings to MIT a record from Penn State of enormous organizational transformation and client service at the highest professional levels. Prior to his nine years at Penn State, Bill was a career officer in the navy with broad-ranging facilities responsibilities. He retired at the rank of Captain.

Julie Norris, a legend in the sponsored research world, also announced her retirement as director of the Office of Sponsored Research, effective September of 2004. A national search was under way as 2003–2004 came to a close.

Any summary runs enormous risks of omission. Consequently, I urge complete readings of the reports that follow. I especially urge, however, the reading of the report of Resource Development, which heralds the successful completion of the extraordinary \$2 billion Campaign for MIT by the close of calendar 2004. Bravo!

John R. Curry
Executive Vice President