

## **Facilities**

The past year was full of excitement, challenge, and change for the Department of Facilities. We broke ground on what is sure to be a spectacular addition to our campus, the brain and cognitive sciences project; we completed a stunning complex, the Stata Center; and we endured the departure of many of our colleagues due to budget reductions. Without question, our department consists of a team committed to beating the odds and to designing, building, and maintaining a world-class campus despite a decrease in resources.

To be the leader of this group for over a decade has been an incredible honor for me. It's been a challenge personally and professionally, but one that I've tackled without reserve. The challenge was on many levels: the day-to-day chores of keeping the Institute operating; the struggle of preserving a campus in need of renewal; and the ultimate challenge of creating place and space that would profoundly affect the nature of this institution in a bold and persevering way not seen on this campus for over 50 years—and to do all this in pursuit of excellence.

Blood, sweat, and tears have been necessary to achieve that pursuit, but ultimately I believe it has been worth the effort. It was an incredible journey that I traveled during this recent building boom. I traveled it with great colleagues and great friends. For me, I think Franklin Delano Roosevelt said it best: "Happiness lies in the joy of achievement and the thrill of the creative effort."

This report, which will be my last, as I am leaving Facilities on June 30, includes many of the achievements and efforts of the department over the past year.

### **Infrastructure Renewal**

Part of our charge in Facilities is to be the steward of the campus. During FY2004, projects dedicated to the renewal of buildings and systems were funded by the Committee for the Review of Space Planning (CRSP) Base Building requests, Facilities' Major Repair Operations program, and the unallocated balance. Select upgrades, estimated at \$2,510,000, to fire alarm and suppression systems in eight residence halls and three academic buildings were initiated. Other projects include the replacement of the roof of Building 4, repairs to concrete in the Albany Street Garage, painting of select windows in the main group of buildings, and repairs to the steam distribution system in the West Campus.

### **Shared Services Center**

The Shared Services Center (SSC) concept was developed in FY2004 to combine like services within the Executive Vice President's Office and to deliver the professional service support required for the ongoing betterment of the business units and MIT. Jerry Albertini was hired in April 2004 to head up this group and assist in the redesign of several transaction-based services for three departments: Facilities, the Environment,

Health and Safety Office (EHS), and Campus Police. Several key services have been identified and will be delivered by the new Shared Services Center when it begins operations on July 1, 2005. The evolution of the SSC will depend on the success and integration of three start-up teams: the Process Team, the Design Team, and the Implementation Team.

The Process Team is currently operational. Its charter is to define the current human resources, finance/budgeting, and procurement processes to determine the cost associated with their delivery and to compare and contrast them to provide improvement recommendations to the Design Team. The Department of Facilities is playing an integral role in the development of the SSC and looks forward to the launch of the center next fiscal year.

### **Client Orientation**

A complete redesign of the departmental website was a leading initiative to provide improved service to our customers. Facilities contracted with an external design firm and writer to recreate it. Several Facilities groups, including the Communications Team and the IT group, collaborated on this project, which went live in April 2004. Among the features of the redesign is a new “Request Services” section that allows customers to easily order a needed service.

Facilities staff members continued to inform customers about our department through customer forums. In April, members of our Operations Center conducted a presentation on the work of that most behind-the-scenes group. In addition, the recycling coordinator continued his work by leading a forum on recycling initiatives. The collaboration with the Working Group Recycling Committee (WGR) continues into next year when he and the manager of communications will lead a presentation for the WGR ambassadors.

During the past year, Facilities initiated a partnering relationship with the administrative deans and officers within the School of Humanities, Arts, and Social Sciences (SHASS) and the School of Science. This effort builds upon similar relationships with academic and administrative departments including Housing, the Campus Activities Complex, and the Department of Athletics, Physical Education, and Recreation. The purpose is to provide a forum to talk about academic and facility issues and anticipated needs that could be enhanced by working together more closely and to evaluate the quality of Facilities services and discuss improvement alternatives. Facilities plans to initiate similar relationships with other schools during FY2005.

Efforts to obtain feedback from customers continue as Design and Construction Services (DCS) surveys departments, labs, and centers (DLCs) that have recently completed space changes. In addition, an inspection and quality control program continues within Custodial Services and includes formal building inspections and customer surveys.

The Central Utility Plant continued its program of presentations and tours of the cogeneration plant. Tours were provided to MIT departments, including Mechanical Engineering, Aeronautics and Astronautics, Civil and Environmental Engineering, and

Architecture. Among the groups from outside the Institute who visited the plant were students from Northeastern University, Boston University, Harvard, the US Navy, and a Cambridge community environmental group.

Our Mail Services area initiated packaging and wrapping services for the MIT community. A related initiative occurred when the shipping and receiving operation moved from Building 3 to the first underground level of Stata, reducing traffic and noise in the main group of buildings.

## **Collaboration**

Facilities developed a program with the Department of Civil and Environmental Engineering to provide graduate students the opportunity to use existing campus facilities and buildings under construction as a venue for learning and research. The main aspects of the program are student internships in Facilities; guest lectures by Facilities' engineering, architectural, and project staff; periodic tours of existing construction projects to give students a view of the projects and issues during construction; and access to MIT's facilities as subject matter for graduate research. Since its inception during the fall term of 2003, a master's degree thesis, three projects in subject 1.401 System and Project Management, and an internship have been successfully completed. Plans are under way to expand the program during AY2005.

The Massachusetts Renewable Energy Trust's \$450,000 grant, obtained through the collaborative efforts of staff in the Laboratory for Energy and Environment and in Utilities, bore fruit this year. Photovoltaic systems were installed on the roofs of 24 homes and schools and on the roofs at the Student Center and the MIT Museum (N52). MIT was the first grantee to complete installation or commitment of its 71 kW allotment and was awarded additional funds for more installations.

An enhancement to the processes in the Development, Design, Engineering, and Construction (DDEC) group was the implementation of a database interface with the Office of Budget and Financial Planning. The interface provides in one place current information on actual expenditures and funding of CRSP projects. This information is critical to managing the CRSP process and providing confirmation that the funding commitments are received. The information will be most useful in the financial phase of the project closeout process.

Our department was honored to receive the Go Green Business Award in the large business category for energy from the City of Cambridge in May. MIT was recognized for its Community Solar Power Initiative and efforts to promote energy efficiency and renewable energy.

## **Sustainability**

Efforts to document the points necessary to achieve Leadership in Energy and the Environment (LEED) certification for the Stata Center are under way. The Department of Facilities is seeking LEED Silver certification with the possibility of Gold level from the

US Green Building Council. Particularly noteworthy at Stata are a biofiltration system for storm water that will be used for toilet flushing, a displacement air mechanical system utilizing a raised floor, and the replacement of the East Garage with below-grade parking and a park.

Facilities will seek a LEED Silver certification for the brain and cognitive sciences project. Environmental highlights include a mechanical system that utilizes several technologies, including heat recovery to reduce energy use and a design that plans for a comprehensive recycling program.

The operational areas worked with the Office of the Executive Vice President, the secretary of the Corporation, and the Publishing Services Bureau to create more attractive door signage.

Master planning for the utility area is in progress, with one of the goals being to improve energy usage on campus.

### **Accountability**

MIT is actively participating in a construction cost benchmarking effort sponsored by Stanford University. Our collaboration with the participating universities provides us access to a broad set of “comparables” for benchmarking purposes. Our contact with Stanford and other entities has sponsored great interest in MIT’s homegrown approaches to cost modeling and estimating. We continue to refine our estimating practices by relying on both internal and external benchmarks that are a tool of particular interest in providing early estimates for prospective faculty hires.

Development and implementation of the Systems, Applications, and Products in Data Processing (SAP) plant maintenance management module allows monitoring of materials and labor down to the individual work order, which will improve accountability of repair and maintenance trades and supervisory personnel.

A study is under way with the central utility plant that analyzes staffing, operational policies and procedures, maintenance, and safety to ensure that we have proper procedures and staffing in place for safe, efficient, organized operation of the power plant.

### **Professionalism**

Utilities staff members are well represented on the International District Energy Association (IDEA). Peter Cooper, director of utilities, continues to serve on its board of directors; Laxmi Rao, senior project manager, participates in its measurement and control forum; and Roger Moore, superintendent of utilities, presented at the IDEA College and University Conference. Peter Cooper also served on an APPA Peer Review team for the University of Iowa’s Utilities Department.

The director of design and construction services, David Myers, continued to participate in a career discovery program sponsored by Harvard's Graduate School of Design.

Project manager Karen Rennell received the Infinite Mile Award from the Controller's Accounting Office in recognition of her services associated with that organization's move to its new space in 600 Tech Square.

I was honored this year to receive a Women in Design Award of Excellence 2003 for my continued contributions to the design field and accomplishments in the capital building program at MIT.

## **Capital Projects**

The Institute is progressing on its \$1.4 billion construction program that is dramatically changing the look and feel of the Cambridge campus. Four major projects supporting student life have been completed: NW30 graduate housing in the fall of 2001, and Simmons Hall undergraduate dormitory, Sidney/Pacific Street student housing, and the Zesiger Sports and Fitness Center, all in the fall of 2002. Two major projects supporting teaching and research also have been completed: the dramatic Stata Center, completed in May 2004, and the renovation of the chemistry building (Building 18), completed in July 2003. Finally, our renewed commitment to improving external space is evident from the renewal of Vassar Street between Massachusetts Avenue and Main Street and the landscaping in the northeast sector of the campus.

### **Stata Center**

Construction of the Ray and Maria Stata Center for Computer, Information, and Intelligence Sciences began in the spring of FY2000. Named in honor of Ray Stata '57 and Maria Stata and designed by world-renowned architect Frank O. Gehry, this new facility unites the Computer Science and Artificial Intelligence Laboratory, the Laboratory for Information and Decision Systems, and the Department of Linguistics and Philosophy. In addition to the research spaces, the center houses an auditorium, four classrooms, a child care facility, a café, library services, outdoor gathering spaces, and a new fitness space adjoining the existing Alumni Pool. The building includes two 120-foot tower complexes, an underground garage to accommodate approximately 700 cars, and a central shipping and receiving facility. One of the towers is named in honor of major donor, Alexander W. Dreyfoos Jr. '54, chairman of the Dreyfoos Group/Photo Electronics Corporation, and the other in honor of William H. Gates.

### **Building 18 Renovation for the Chemistry Department**

The comprehensive, multiphase renovation of the Dreyfus Building was completed during July 2003. The project involved the complete renovation of Building 18, including wet labs, offices, exterior façade repair, and window replacement. The refurbished labs include new fume hoods and custom features that reflect the state of the art in academic and corporate chemistry labs. The project also improves researcher safety by conforming

to current codes and accessibility standards, increasing the amount of daylight in labs, and increasing the flexibility of lab and support areas.

### **Vassar Street Streetscape**

The redevelopment of Vassar Street into a tree-lined boulevard from Massachusetts Avenue to Main Street includes more generous sidewalks, bicycle lanes, two travel lanes, parallel parking, contemporary lighting, new pavements, and tree planting. Construction was completed in November 2003. The redevelopment of west Vassar Street, between Massachusetts Avenue and Memorial Drive, is delayed until construction on three municipal roadway projects in the vicinity of the campus is substantially complete.

### **Utility Expansion Projects**

The underground municipal utilities, plus distribution systems for chilled water, steam, electric power, and telecommunications, were extended along Vassar Street to connect the new buildings to the Central Utilities Plant. Work was completed in July 2003. In addition, two 2,000-ton chillers were installed in N16A for additional chilled water capacity to the campus. Construction was substantially complete in February 2004.

Work continued during the year on the brain and cognitive sciences project. Construction continues on the state-of-the-art facilities for the Picower Center for Learning and Memory, the McGovern Institute for Brain Research, and the Department of Brain and Cognitive Sciences. Each of the three entities will occupy its own building, with all three grouped around a large central atrium that will help facilitate communication among faculty and students. The project is being constructed on parcels of land running between Albany and Vassar Streets, including frontage along Main Street opposite Technology Square. The project is expected to be completed in early fall 2005.

Other projects in planning or design include the following:

- *Media Arts and Sciences Project.* An ingenious addition is planned for the site adjacent to the Media Laboratory's existing facilities in the Wiesner Building (E15). It is being designed by a team headed by Pritzker Prize-winning architect Fumihiko Maki and executive architects Leers Weinzapfel Associates. Construction is currently on hold pending completion of fundraising for the project. The Institute expects to fund the project entirely by private sources.
- *Sloan/SHASS East Campus Project.* New facilities are planned for the MIT Sloan School of Management and the Department of Economics. Master planning and concept design for the new facility are ongoing, with the cost, scope, and schedule all under review. MIT anticipates that these facilities will be funded entirely through gifts.
- *Physics Department/Department of Materials Science and Engineering/Spectroscopy Laboratory/Infrastructure.* A renovation of 75,000 square feet in Buildings 4, 6, and 8 to consolidate core functions of the Department of Physics as the Green Center

is planned. Included in the renovations are the relocation of the headquarters of the Department of Materials Science and Engineering (DMSE) and the Spectroscopy Laboratory to facilitate the Physics program. An “infill” building of 50,000 square feet of new construction will be built in the courtyard on the foundations of Building 6A (the current Spectroscopy Laboratory), providing additional program space. It also will house air-handling equipment, electrical, information technology, and other systems, which will serve the surrounding buildings. This renovation is the first step in the Master Plan, upgrading all areas and services in the main group.

- *Music and Theatre Arts Teaching Laboratory.* The concept design for this proposed facility on Massachusetts Avenue is complete. The project will include rehearsal facilities for both departments.

## **Design and Construction Services**

In addition to the specific projects noted below, approximately 60 space changes, both large and small, as well as numerous interior design projects and a number of Americans with Disabilities Act accessibility projects across the campus were completed during the year.

Through the Customer Service Evaluation Form process and direct feedback from end users, DCS has developed and piloted a new service called the minor alterations process. In consideration of tighter departmental budgets, we have noticed a need for faster turnaround on smaller projects, in addition to the need to minimize management fees. A handful of pilot projects have been successfully completed to significant client satisfaction. Our approach has been to develop a project scope checklist, which in itself is limited to readily available standard building elements—that is, lighting fixtures, shelving, millwork details, and minimal new wall construction. A scoping/design document is generated in-house with a minimal management fee. This document is then the basis of competitive bidding, which leads directly to a total project cost. This process has greatly accelerated the design phase and estimating process, since the first number generated is actually based on bids. We will continue to roll out this process more formally in the coming year.

DCS has continued its process of outreach to end users within the Institute to educate our clientele regarding administrative process and procedures to “enter the space change process.” We also have taken a proactive approach to educating both senior administrators and departmental personnel regarding both the estimating process and what drives project costs. We note a significant turnover in personnel in the administrative areas of academic units and consider it critical in the coming year to continue this outreach in a variety of forms.

The following is a list of projects recently completed.

- Construction was completed on two ambitious microphotronics research labs in Buildings 13 and 38. These are both state-of-the-art labs and were very technically demanding design and construction projects.

- Renovations were carried out in Building 48 to provide much-needed infrastructure and additional space within the building. The aggressive nine-month schedule included the logistical challenge of relocating all building occupants to several locations across the campus. In addition to general infrastructure upgrades, a major enhancement was the creation of a mezzanine space providing new square footage for both faculty and students.
- Lab waste neutralization systems, basic research infrastructure, were installed in Buildings E17 and 8. The systems were required for renovations completed for the Cancer Center in E17 and for CMSE in Building 8. The systems were sized to allow for additional capacities for subsequent renovations within their respective campus zones.
- Voice and data functionality was expanded in several residence halls, including W71. The project entailed an upgrade to both data closets and lateral distribution to student rooms, greatly enhancing information systems capacity in that area.

### **Continuation of Project Controls and Information Tracking Efforts**

DDEC is well into development of a program-wide project controls effort with a networked database of detailed project data as its backbone. This effort was initiated for CRSP space change “renovations” in FY2001 with a focus on administrative and financial protocols. Three databases—CRSP, planning projects, and construction contracts and commitments—have now been merged into one. The rollout to project managers is under way, with completion projected for early FY2005. The initial implementation of the database has already paid significant dividends in client satisfaction and improved internal and external communications.

Goals for the coming year include implementation of a formal project financial closeout process. In collaboration with the Office of Budget and Financial Planning, we aim to financially close each project within six months of substantial completion. With central administration’s direction of greater funding participation by the individual schools and DLCs, we recognize the imperative for timely, efficient, and accurate reporting and final reconciliation of project financial matters. The overall objective of the project controls implementation effort is to make projects run more smoothly, with a systematic approach to project approvals, estimating and budgets, contracts, information tracking, cost accounting, and schedule reporting. We look forward in the coming year to the rollout of the cost report module, based on SAP information fed from the Data Warehouse.

### **Finance and Accounting**

#### **A-21 Compliance**

The Ray and Maria Stata Center was completed in late FY2004 and opened to the public in May 2004. Due to new government regulations for recovery on large research facilities (Office of Management and Budget Circular A-21), the Stata Center will be the first in the nation required to provide additional documentation on the procurement and approvals processes employed during the design and construction of this building. Facilities is working closely with the Office of Sponsored Programs and a third-party



consultant to ensure that we are well prepared for this round of negotiations with the government auditors.

### **Construction Accounting**

As the amount of visible construction work on campus begins to die down, Finance and Accounting continues to reassess the way we do business with vendors outside of MIT and within. We have established strong working relationships with all other departments on campus affected by construction activity (Sponsored Programs, Controller's Accounting Office, Property Office, EHS), and we continue to build on our reputation as a "good place to do business." The decision to pay our contractors as expeditiously as possible has bolstered their ability to negotiate lower bid packages from their subcontractors. This passes along thousands of dollars worth of savings directly back to the Institute. We will take the next year to evaluate the processes that we've put in place—handling the highest volume of construction activity that we've seen in the last 40 years—and make sure that they'll work as well for us for the next 40 years.

### **SAP Plant Maintenance**

The SAP Plant Maintenance (SAPPM) Project, a collaborative effort between Facilities and Administrative Computing, has moved full steam ahead since last year's report and Phase I will go live in July 2004. The implementation of Planned Maintenance (PM) will provide one more step toward achieving the Institute's objective of utilizing SAP as a single enterprise system.

The implementation of SAPPM will automate the process of performing facility repair and maintenance requests. For example, PM records a problem that is reported, labor and materials are planned, costs are recorded, and then costs are settled. PM for preventive maintenance includes the planning and scheduling of routine maintenance as well as special instructions for upkeep. SAPPM will allow Facilities to replace a stand-alone software application. This allows us to integrate the Major Repairs Operations program with finance and accounting, inventory, customer notifications, and plant work order management and will allow us to streamline operational processes and improve customer service levels. Phase II, scheduled to kick off in the fall, will include Housing, the Central Utilities Plant, Custodial Services, and Grounds.

### **Budgets and Vacancy Management**

Facilities worked very hard during FY2004 to minimize the negative consequences of employee layoffs for FY2005. In certain areas, personnel who chose to leave the Institute were not replaced in order to achieve a reduction in headcount through attrition rather than layoffs. By doing this, we were able to spare the Institute the expense of severance packages and keep employee morale high within the department. All in all, Facilities was faced with the difficult task of laying off a number employees during FY2004. The hard work of our remaining employees has allowed us to continue providing quality customer service. We have requested that the cost savings recognized from our reduced

salary budget be used to fund initiatives (e.g., SAPP) that may result in savings or more efficient use of funds in future years.

Once again, after a request for carry forward mentioned above, Administration and Operations finished FY2004 within 1% of their budgets (0.6% unfavorable balance on a combined budget of \$37.6M). The entire negative balance is attributable to the approved infrastructure work at Middleton. Utilities, however, was not as close to budget, ending the year with an unfavorable balance of 6% on a budget of \$36.8M. A record cold winter (January being the coldest month on record in over 100 years) and skyrocketing gas and oil prices put our unfavorable projections at the end of the third quarter in the 8.5–9% range; however, lower interest rates and increased construction sales kept us closer to budget than we could have hoped.

## **Operations**

A key challenge to our operational areas was to reconfigure our workload with a decreased budget and reduced staff. We worked collaboratively with other department heads within the areas that report to the executive vice president, the Academic Council, staff within the deans for students areas, the Administrative Advisory Council II, and various other staff and faculty to minimize the effect of budget reductions on facility services. Within Facilities, DDEC, Utilities, and Operations staff worked to develop a process to improve administration and execution of renovation, equipment replacement, and repair projects.

Our director of operations and administration, Jim Wallace, and assistant director of operations, Dave McCormick, met with staff and faculty from the area of the vice president for research, the Provost's Office, EHS, the Whitehead Institute, and the Broad Institute to successfully transition the Genome Project from Whitehead to MIT and establish the Broad Institute.

## **Clean Campus Initiative**

Projects associated with this special initiative to improve campus appearance include painting in several areas of campus; for example, the main group windows along Memorial Drive and Building 1, Building 14, the Alumni Pool, and Building 10 and W31 fire escapes. Other improvements were the installation of new flooring in the lobby of E15 and new floor tiled in Building 12.

## **Utilities**

The Utilities staff in Facilities consistently work to achieve cost savings for the Institute and improvements in environmental energy. The following are some examples of our successes this year.

A steam service connection from the MIT system at NW13 was installed to Novartis at the former NECCO candy factory. The agreement includes a \$2 million connection fee, which MIT will use to fund steam capacity additions.

A multipart project to upgrade the electrical interconnection to NStar from 28 mW to 48 mW firm capacity was partly accomplished this fiscal year. It involved replacement of circuit breakers and current-limiting reactors, and it required operation as an electrical island disconnected from the grid for several days over the winter break. NStar also installed additional cabling from their Putnam station at no cost to MIT, as part of a specially negotiated agreement.

A multiyear project was completed at the East Campus Chilled Water Plant (E40) to modernize the 1980-vintage chillers, including discontinuing use of chlorofluorocarbon refrigerant. A new nonchemical cooling tower water treatment system was also installed at the E40 plant that kills waterborne organisms with sonic energy in a side stream, which then signals other organisms to die by mechanisms of apoptosis.

Need for manual handing of chemicals also was reduced at the main plant.

The water reclamation program was advanced by running Building 56 lab waste to the Central Utility Plant and Building 39 wastewater to Stata for toilet flushing.

Vending miser controls were installed on 46 soda vending machines, bringing the total to 76. These save electricity by shutting off power during periods of inactivity.

### **Facility Protection**

The installation of a card access system and video surveillance system were completed at the Central Utility Plant and its ancillary structures.

In addition, we worked with staff from MIT Police, Housing, Athletics, the Controller's Accounting Office, and Human Resources to develop a pilot program to ensure that only the best, upstanding people are hired into security-sensitive positions at MIT.

### **Administration**

Our workforce endured budget reductions and layoffs this year. Over 80 positions were eliminated, with approximately 20 people receiving layoff notification. The result is that we are working with fewer people across our department at a time when the square footage of the campus is increasing.

As a result of the budget reductions, our Learning and Performance Team will become a decentralized activity and a Learning Council will be created. The council will oversee the training needs and professional development activities for department personnel. The Department of Facilities continues to be committed to providing all its employees with the skills training they need to do their jobs well.

Despite the budget reductions, professional development of supervisory management personnel continued with programs in communications skills, managing in a union environment, and performance management. In addition, skills training programs were

implemented for maintenance mechanics and heating, ventilation, and air-conditioning mechanics in Repair and Maintenance.

The contract between the Service Employees' International Union (SEIU), Local 615, and MIT expired on June 30, 2004. The negotiation team was formed and has met regularly with SEIU members to discuss union and management proposals. On May 17, the National Labor Relations Board ordered an election to be held at MIT of service staff represented by Local 615. The union members were asked to vote on their choice of three options: to continue to be represented by SEIU, Local 615; to be represented by the Independent Workers of New England; or not to be represented by a union at all. There was no clear majority vote in the election held on May 17, and a rerun was scheduled for July 20. MIT respects the election process and will work cooperatively with whatever group is elected to represent the union membership. It was decided by mutual agreement between the union and management representatives that the SEIU contract be extended on a meeting-by-meeting basis.

Twenty-six requests to fill vacant positions were submitted to the Vacancy Management Review Team for their review and approval. Of the 26 positions, there were 22 service staff, 1 support staff, and 3 administrative staff positions approved and posted to be filled.

### **Information Technology**

The Facilities Information Technology group continues to support the wide range of departmental activity. Among the outstanding issues addressed in FY2004 were SAP enhancements and the development of new project tracking systems. The team continued providing training and support for these and other applications.

A discovery team was formed that analyzed the Plant Maintenance module of SAP and recommended replacing Maximo (our current work tracking system) with this functionality. An implementation team was put in place for Phase I of this project (Repair and Maintenance functionality), with a go-live date in July 2004. Follow-on phases to this project will continue into FY2005.

With the end to Microsoft's support of Windows NT 4.0 server on the horizon, Facilities upgraded its local area network environment to a Windows 2003 forest/domain. This involved the integration of new hardware and software and significant consolidation of user data. Increases in functionality and supportability were gained with this upgrade.

### **Personnel Changes**

As previously mentioned, the department endured the loss of several staff members due to layoffs and through attrition. Although there are too many to mention here, there are two significant departures that I would like to note. Austin Petzke, manager of Building Services, came to the Institute in 1974 and during his time here proved himself to be a true leader. His staff was truly devoted to him and he to them. Everyone will miss Austin.

Another longtime employee who left this year was Shirley DaSilva. Shirley's career at MIT also spanned 30 years, although not all of it in Facilities. Shirley's personality is warm and bubbly, and she brightened everyone's day – and not just when she distributed payroll checks.

Like Austin and Shirley, MIT was my home for the last 30 years. The past few years were the most exciting, and I am pleased that the dedication of all my colleagues is evident as one looks around this amazing campus.

**Victoria Sirianni**  
**Chief Facilities Officer**

*More information about Facilities can be found on the web at <http://web.mit.edu/facilities/>.*