

Vice President for Human Resources and Equal Opportunity Officer

The Department of Human Resources (HR) is committed to providing programs and services that contribute to a high quality of work life for faculty and staff at MIT. The past year posed some significant challenges as we attempted to achieve that goal. With the central administrative units mandated to achieve \$25 million in expense reduction, the work of the HR department focused on finding efficiencies in how we deliver our services as well as assisting the departments, laboratories, and centers (DLCs) in meeting their reduction targets. In most cases, that meant supporting a process for laying off employees and helping DLCs manage staffing and morale issues in the wake of both a salary and a hiring freeze.

Despite the huge emphasis on the reduction initiatives, HR made advances in many programmatic areas.

Highlights of AY2004

HR-Payroll Project

We achieved a major milestone in September 2003 when we ceased using Cyborg for processing HR transactions and launched Systems, Applications, and Products in Data Processing (SAP). Additional self-service applications have been added. With the implementation of SAP, we created the HR-Payroll Service Center. Now in the payroll phase of the project, we are working with the project teams in business process mapping, blueprinting, and addressing the organizational and policy changes required by the new system.

Staff Diversity Council

During this year we established a Staff Diversity Council with members from across the Institute appointed by President Vest. Chaired by Marianne Howard, director of HR administration, and staffed by Phil Lima, coordinator of affirmative action and diversity, the council is focusing on the serious search process and other outreach activities to strengthen the diversity of our community.

Child Care

All of MIT's child care facilities, including the one at Lincoln Laboratory, have been put under one umbrella organization in the Center for Work, Family & Personal Life. We have contracted with Bright Horizons for day-to-day management of the centers. The newest of the child care facilities is in the Stata Center and opened in June with much fanfare and without a hitch.

Task Force on Staff Quality of Work/Life

Professor Tom Kochan and HR organization development consultant Francine Crystal cochaired a task force that has made recommendations on improving the quality of work/life for staff. They will soon be presented to senior management for action.

Benefits Management

In an era of rapidly escalating benefits costs, our staff worked diligently to reduce costs and preserve the quality of benefits programs. Their efforts included outsourcing our Pension Payroll to Towers Perrin and pharmacy management to Express Scripts, Inc., expanding our Blue Cross offerings, modifying our health care reimbursement account plan, and improving communications. The Disabilities Office is moving forward on implementing a centralized process for administering the Family and Medical Leave Act (FMLA) and won a \$250,000 grant to assist disabled students. We also implemented a new cost-share arrangement for retiree health benefits.

Compensation

We developed a plan to help the organization cope with a freeze on salaries above \$55,000. The support staff reclassification plan was finalized in 2003. The Compensation staff is now collaborating with others on a new Casual Labor approach, compliance with new Fair Labor Standards Act regulations (FLSA), and the development of a position-management system.

A Learning Environment

The staff of Organization and Employee Development expanded course offerings, including those that are web-based. It relocated its training delivery from W89 to E19 and other facilities. Additionally, the staff have assisted with the implementation of the Training and Events Management (TEM) module of SAP. The Leader to Leader (L2L) program, now in its third year, continues to excite the participants and enhance the leadership capability within the Institute.

Labor and Employee Relations Issues

New contracts are in place with three of five labor unions, with negotiations currently under way with the Service Employees International Union (SEIU). The staff dealt with a petition to decertify the SEIU and a subsequent election that ultimately reaffirmed the SEIU's representation of service employees.

A proposal is being taken forward to institute a new conflict management system that will be headed by HR.

Recognition

The Institute-wide Rewards and Recognition program continues to get high marks and broad participation across MIT. Now in its fourth year, it has real traction and continues to evolve.

MIT received recognition as one of the Boston area's best employers by the *Boston Business Journal*.

Staffing

The HR staff as of June 1, 2004, consists of 51 administrative staff; 42 are female and 9 are male. Of these there are 5 black American females, 2 black American males, 1 Hispanic male, 2 Asian American females, and 1 Asian American male. The remainder are 33 white females and 5 white males.

Of 20 support staff, 16 are female and 4 are male. Of these, there are 1 black American female, 1 black American male, 1 Hispanic American female, and 2 Asian American females. The remainder are 12 white females and 3 white males.

Following are comparisons with the prior year:

	2003	2004
Administrative females	80% (40)	82% (42)
Administrative minorities	22% (11)	20% (10)
Support staff females	72% (18)	80% (16)
Support staff minorities	24% (6)	25% (5)

Although these figures show a headcount of 71, the actual full-time equivalent count is 63.4, reflecting the staff cuts taken as part of the budget reduction process.

Laura Avakian

Vice President for Human Resources and Equal Opportunity Officer

More information about Human Resources can be found on the web at <http://web.mit.edu/hr/>.

Staff Diversity, Affirmative Action, and Equal Employment Opportunity Management Team

In its first year of operation, the Staff Diversity, Affirmative Action, and Equal Employment Opportunity Management Team helped to expand HR's role as a central resource for issues of workplace affirmative action and equal employment opportunity. The team provided input and guidance on recruiting and hiring, engaged in minority recruiting outreach efforts, helped launch the new Council on Staff Diversity, and took steps to enhance the Institute's workplace affirmative action analysis and reporting. Members of the team were Wendy Williams, director of staffing services; Robert Martinez, recruiting specialist; and Philip Lima, coordinator of staff diversity initiatives.

The team and the Compensation group began working with hiring managers across the Institute to review job descriptions and postings to ensure elimination of unintended barriers to attracting women and minority candidates for employment opportunities. In addition, the team identified previously unused websites and electronic bulletin boards for use in posting job opportunities, and partnered with the School of Engineering to form a print media campaign to identify MIT as a welcoming environment for women and minority job seekers. Finally, the team provided input on the affirmative action Serious Search Process to the presidential search committees and to the search efforts for the new directors of facilities and the Office of Sponsored Programs.

The team engaged in numerous outreach efforts to increase the diversity of our job candidate pools. Primarily through Robert Martinez's efforts, the Institute has developed and enhanced relations in industry groups, minority professional and networking organizations, and quasi-governmental agencies. These efforts have enhanced the Institute's visibility as an employer, and helped the Institute reach previously untapped sources of diverse candidates. (See additional information in the Staffing Services report.) The team also participated in the development of the Boston Consortium for Higher Education's shared, minority outreach and recruiting effort; joined the Massachusetts Rehabilitation Commission's Employer Advisory Council; partnered with the Black Alumni of MIT; and began reaching out to the MIT Career Services Office to raise awareness of MIT as an employer among MIT students and alumni of color.

Under the sponsorship of the executive vice president and vice president for human resources, the team assisted in the creation of a Council on Staff Diversity. An analog to the Council on Faculty Diversity, the new council met for the first time in April 2004 and identified a number of major areas on which to concentrate its initial efforts, including defining ways to integrate the diversity efforts among the Institute's three major constituencies: students, faculty, and staff. More information will be available as the council begins its work.

The team began working with Peopleclick, Inc., a leading firm in affirmative action consulting, compliance, and data analysis, to streamline and enhance the accuracy, relevance, and usefulness of the Institute's annual affirmative action report. This work includes a review of affirmative action job groups and the assignment of new occupation descriptions based on the 2000 federal census. This work will continue into 2004 and 2005.

Philip Lima

Coordinator of Staff Diversity Initiatives

More information about Staff Diversity, Affirmative Action, and Equal Employment Opportunity can be found on the web at <http://web.mit.edu/hr/aa/>.

Benefits Services

In fulfilling MIT's pledge to provide competitive health and welfare programs to our community, the Benefits Office introduced a number of new vendor partnerships and plan designs.

In 2004, we began a relationship with Express Scripts, Inc., to be MIT's pharmacy benefits management company for MIT Health Plans administered through Blue Cross Blue Shield and Tufts. By contracting directly with Express Scripts, we expect substantial savings for our employees and for MIT.

In the past year, the MIT Benefits Office also negotiated a new contract with Metropolitan Life to provide eligible employees with basic and voluntary (supplemental/optional) life insurance. During the 2004 Open Enrollment period, employees had the opportunity to request optional life insurance coverage up to an additional one times annual salary without providing a statement of health. In addition, if anytime during the year eligible employees adopt or give birth to a child or marry, they may increase their coverage up to an additional one times salary without providing evidence of good health.

We worked successfully with Blue Cross Blue Shield to offer an additional health plan to members of our population. The new health plan design, a preferred provider organization, Blue Care Elect, met our goals to offer another product to both local residents and a new alternative for those who reside outside of the New England region.

The Benefits Office made modifications to the Health Care Reimbursement Account Plan. First, we retroactively modified the plan to incorporate positive legislative changes made in late 2003, allowing over-the-counter drug purchases to be eligible for reimbursement through the plan for 2003. In addition, the amount one can set aside through the plan was raised from \$5,000 to \$7,000 for the 2004 plan year.

Finally, working with our internal HR and Payroll partners we were able to effectively assist with design, communication, and implementation of a new retiree health plans design. Working together, we also successfully implemented a new pension payroll system in SAP.

Shawn Foley
Manager

Disabilities Services Office

The Disabilities Services Office continues to implement the action plan for centralizing leave and attendance procedures for employees. The FMLA administration software was installed in September 2003, and beta testing with selected departments resulted in further customization to address the needs of department supervisors. The final program will be installed in July 2004, and campus-wide training will be initiated at that point. The possibility of connecting the program with the SAP payroll system will be addressed in 2005. Going forward, the office will be working on addressing the Leave Committee's findings concerning the extended sick-leave program. A plan for overhauling the program with respect to (a) the coordination of sick leave and extended sick-leave practices and procedures, (b) medical documentation policies, (c) return-to-work issues, and (d) employee benefits will be presented to the vice president of human resources in the winter of 2004.

The significant increase in employees seeking accommodations pursuant to the Americans with Disabilities Act (ADA) has resulted in a modification in the office's procedures. Leaves processed through the FMLA administration system are reviewed to identify potential ADA cases. The office then initiates contact with departments and/or employees, where appropriate, to expedite the accommodation process and to resolve medical-related workplace issues quickly. The office is presently reviewing and assessing available resources and services to respond to the large number of psychiatric claims that are being brought by employees.

We continue to experience difficulty finding a third-party administrator to manage the Institute's worker compensation program. The contract with Liberty Mutual/Helmsman Management was terminated based upon the failure to process cases in keeping with Institute policies and in a timely manner. A new administrator (CSMMI) specializing in working with postsecondary, self-insured employers was hired in January 2004. Additionally, the office has worked with MIT Medical to improve the utilization review process and the voucher payment system. Further, active management of workers compensation cases has resulted in a reduction of the number of program participants and cost savings related to coordination of Institute and federal benefits for individual employees.

Changes in procedures and personnel at Liberty Mutual resulted in our terminating the third-party administrator contract for the long-term disability program. CORE was hired as the new administrator for the program based upon its expertise with self-insured employers. This change has resulted in more efficient management of employee claims. Recent layoffs have resulted in a significant increase in the number of long-term disability (LTD) claims that the office is processing. As a consequence, we can anticipate an increase in cost related to hearings regarding claim denials.

The office's major accomplishment with respect to services for students with disabilities was being awarded a \$250,000 grant from the Bulova Fund. The monies will be used for direct assistance to individual students. The office will have a continuing relationship with the trustees of the fund that will include an annual reception. Additionally, at a recent retreat involving all Institute personnel involved with student services for students with disabilities and facilities access, an action plan was developed to identify program issues that need to be addressed and for the Institute to take a national lead regarding disability service issues for students. Our first initiative is the investigation of a possible conference in conjunction with Paul Parravano, codirector of the Office of Government and Community Relations.

Barbara Roberts
Manager

Retirement Programs Office

The Retirement Programs Office is responsible for retirement counseling, providing ongoing support to plan participants, the administration of the retirement plans, and providing investment education to the community. During the past year our office met with more than 1,200 employees and retirees to help them prepare for retirement.

The Retirement Programs Office conducted presentations and workshops at individual DLCs to encourage participation in the 401(k) plan and to keep the community informed about the retirement plans and the services available through our office. In addition, we sponsored a 401(k) Investment Fair that featured seminars designed to meet the ongoing need for investment education and retirement planning. Workshops were offered on campus and at Lincoln Laboratory each calendar quarter and during the Independent Activities Period (IAP). Topics included Understanding the MIT Retirement Plans, Fundamentals of Investments, MIT 401(k) Investment Review, The Power of Tax Deferred Savings, and Estate Planning.

Based on the positive response to the Retirement Days we sponsored in the spring of 2003, we hosted two Retirement Days this year with presentations for employees over age 55. Seminars included Making Sense of Social Security, Health and Welfare Benefits in Retirement, Distribution Options for the 401(k) Plan, and Investment Strategies for Retirement

The Retirement Programs Office completed the outsourcing of the 401(k) plan's fixed annuity purchase process. Employees planning their retirement are informed of the fixed annuity options available to them as a result of the outsourcing.

The outsourcing of the system that records and keeps the data and calculates benefits from the MIT Basic Retirement Plan was a primary focus of the

Retirement Programs Office the entire year. Working closely with Retirement Plans Accounting, Payroll, and Information Systems, the new pension system was successfully implemented on January 1, 2004. Our office then assumed responsibility for the pension system. In conjunction with the outsourcing, pension payroll was moved to SAP.

The Retirement Programs Office and Health and Welfare Office coordinated the implementation of the new cost-sharing structure for the Retiree Health Benefits Plan. The change was communicated to the MIT community, and employees are informed of the change when they meet with retirement counselors to plan for retirement.

Ellen Weiss
Manager

More information about Benefits Services can be found on the web at <http://web.mit.edu/hr/benefits/>.

Compensation

In FY2004, the Compensation Office participated in 16 external salary surveys as well as several informal ad hoc surveys conducted by universities, associations, and consulting groups from across the country. Additionally, Compensation conducted the annual MIT-sponsored faculty salary survey—a national survey with 21 participants. These survey results, along with insights gathered through year-round conversations with human resource officers, managers, and administrative officers Institute-wide, provided a basis for assisting departments with salary offers, resolving internal salary-equity issues, preparing review allocation proposals for the MIT Corporation’s Executive Committee, and analyzing and compiling data for the Institute’s key officials in order to comply with US Treasury Department regulations.

Nine separate salary reviews covering approximately 6,700 campus employees and faculty and 2,300 Lincoln Laboratory employees were administered. Due to budget constraints, FY2004’s annual salary review allocation for all job categories on campus, with the exception of service staff, was restricted to those earning less than \$55,000; all others had their salaries frozen for one year. As a result, the review process differed from previous years; i.e., Compensation created spreadsheets for DLCs and pre-loaded the increases for employees who meet the review-increase criteria. Departments reviewed their lists of “eligible” employees to confirm satisfactory job performance and sent the lists back to Compensation, where increases were loaded into SAP using the new annual salary review SAP application. Since SAP launched in September 2003, Compensation has been spearheading an initiative focused on position management (monitoring and tracking positions in SAP). In collaboration with others in HR and the Budget Office, Compensation developed materials and participated in an outreach effort to educate the community (specifically central administration) on position management and how it ties to the budget process. Because position management is a shared responsibility, there continues to be ongoing collaboration between HR, the Budget Office, and the central administration areas. Over time, the outreach effort will be extended to academic areas.

The Support Staff Classification Project was completed in March 2003. In order to ensure the integrity of the original work accomplished through the classification process, all support staff position postings are reviewed on a regular basis. An open dialogue continues between the Compensation Office and hiring managers regarding job descriptions and job evaluations. Tracking of promotions within the support staff and from support to administrative staff continues; since April 1, there have been 30 promotions within the support staff and 17 promotions from support to administrative positions.

In October 2003, the Casual Labor/Voucher Business Process Redesign Team began working on an approach to improve the current voucher process. The team found that this employment category was not well defined, lacked well-documented procedures, was inconsistent with the enforcement of MIT’s internal

policies (i.e., eligibility for pension vesting and the FMLA), and did not meet regulatory guidelines. In addition, there was no tracking mechanism either for hours worked or for dollars paid on a weekly/monthly basis. Based on the team's findings, it was decided that MIT would partner with a vendor expert to outsource this job category, with Compensation functioning in a project "lead" capacity.

In November 2003, the Human Genome Center (Broad Institute) transitioned to MIT. Compensation completed an extensive review of job descriptions and job content and analyzed range relationships and pay equity for approximately 300 Genome Center employees. As well, throughout FY2004, Compensation was involved in discussions that resulted in 69 administrative position classification or reclassification recommendations, 87 administrative and support promotions, and market adjustments for multiple job groups. They reviewed job content, recommended title and grade alternatives, and continued the establishment of generic titles and job families to enhance benchmarking opportunities. They also provided consultative services and established dialogues that enhanced the community's knowledge of compensation practices and guidelines.

The Compensation Office works to ensure that the Institute's jobs are in compliance with the FLSA. This act defines the Department of Labor's (DOL) overtime exemption standards. As part of the process of creating a new job or reviewing a current job at MIT, the Compensation staff ensures that the job's FLSA status is in line with its duties and responsibilities. In March 2003, for the first time in more than 50 years, the DOL updated the FLSA regulations. The new regulations, which take effect August 23, 2004, will significantly impact the Compensation Office's work. Accordingly, Compensation, working with Employee Relations and in-house council, has completed an initial analysis of all exempt positions on campus. This analysis identifies jobs and positions that may be impacted by these new regulations. Once the analysis has been shared with senior leadership, our plan of action for meeting the updated legal standards will be determined.

Barbara Jablon
Director

More information about Compensation can be found on the web at <http://web.mit.edu/hr/compensation/>.

Human Resources Information Systems

In FY2004, Human Resources Information Systems (HRIS) responsibilities included the identification, planning, and implementation of HRIS changes and updates in order to meet the strategic needs of the Human Resources Department. This encompassed meeting customer and user needs, implementing legal and other requirements, approving security access, updating and maintaining systems tables, creating and maintaining ad hoc reports, keeping up to date on developing HRIS technology, and developing and maintaining the local area network.

The implementation of SAP in Human Resources in September 2003 was the primary focus for HRIS this year. Prior to implementation, HRIS partnered with the HR-Payroll Project Team on testing, training, and launch support for the SAP implementation. Since the September launch, more responsibility for SAP systems support within HR has shifted to HRIS. This support includes development and delivery of Data Warehouse reports, training of new HR employees, and troubleshooting data issues. New employee self-service and manager self-service functionality was introduced during the year, again with HRIS partnering with the HR-Payroll Project Team; 1,776 employees used Employee Self Service to update their address, education, emergency notification, and ethnic origin information. Authorized administrators were also able to update this information for employees in their area.

Other HRIS responsibilities included taking the lead in a revision process for the HR forms used by departments to submit employment transaction changes. Every two or three months since the September launch, there have been new “releases” of the forms containing improvements suggested by the community and the cross-functional Forms Committee. Additionally, HRIS has been involved in the preparation phase for the implementation of SAP payroll, with a member of the team serving on and leading Business Process Redesign teams and supporting the organizational change and risk management work associated with the payroll implementation.

With the implementation of SAP, the HR-Payroll Service Center was formed. A subdivision of Human Resources and Payroll, its responsibilities include (1) managing the transactional processing of employment data and pension payroll for the Institute’s DLCs and the retirement community, (2) providing the HR and Payroll departments with day-to-day operational functions, (3) providing customer service phone and data support, and (4) performing data integrity functions. The HR-Payroll Service Center employs staff from both the Human Resources and Payroll departments, and its manager (who reports to two managers in different departments—HRIS and the Controller’s Accounting Office) also serves as the project lead for organizational management for the payroll implementation.

Because it has been a year of upgrades and updates, HRIS has provided desktop and technical support to the entire HR staff. With the many security alerts and patches, a large amount of time was spent installing and upgrading software to prevent the desktops from being compromised.

The setup and installation of computer equipment and software was provided for the new HR Payroll Service Center in Room E19-429 and the Disabilities Group for Students in Room 7-145. The offices were equipped with computers, scanners, printers, and a copier and fax to accommodate their needs to serve the community.

A new server was installed in W91 for the new FMLA system. HRIS worked closely with the consultants to install, test, and implement this system for the Disabilities staff. HRIS completed the upgrade of desktops to Windows 2000 and XP. The upgrade involved replacing desktops with Dell's GX270 small desktops. Along with that, it is anticipated that the effort to upgrade the NT server domain and all the desktops to Winathena will be completed by the end of summer 2004.

HRIS also installed a Winathena desktop in the Genome Center to assist the new staff members in updating their personnel information through the Employee Self Service system. Others were set up in HR during the Benefits Open Enrollment period. In addition, HRIS worked with the Retirement group to upgrade their system from Lynchval to a new web-based system from Towers Perrin. Information Services & Technology upgraded the backup system from ADSTAR Distributed Storage Manager (ADSM) to Tivoli Storage Manager (TSM), and HRIS subscribed to and installed the TSM software for secure daily and weekly backups on the servers of all the desktops.

HRIS also assisted the Employment group in their development and installation of a Filemaker database to track and maintain layoff status for staff during the past year. HRIS spent a lot of time providing HR with web support and development in order to maintain and update their website. New sites were developed for the Technology Children's Center, the HR-Payroll Service Center, HR Partners, and Forms for Managers.

During this fiscal year, the Children's Scholarship Plan, which was supported by the Cyborg Human Resource System application prior to the SAP implementation, was converted to a new database, and a new application and documentation were developed to support the plan.

Claire Paulding
Senior Manager

MIT Rewards and Recognition

MIT's Rewards and Recognition Program has completed its fourth fiscal year. This year, new efforts were made to promote recognition of employees and gather data on the development and impact of the program.

Promotional activities included the design and development of a new website called Awards@MIT (<http://web.mit.edu/mitawards/>), which will go live in early fall 2004. This site was conceived and designed by HR in collaboration with graduate students and provides information on all awards programs Institute-wide for students, staff, faculty, and alumni. It demonstrates the importance and prevalence of recognition at MIT. Another promotional activity was the creation of a poster series that encourages recognition among colleagues and promotes awareness of the Rewards and Recognition Program. The posters will be distributed across the main campus and Lincoln Lab in July 2004.

In April and May 2004 HR collected qualitative data on the level of job satisfaction among staff at MIT. In a series of facilitated focus groups, Rewards and Recognition was cited most frequently as a program that has contributed to an increase in the level of satisfaction with work/life since 2002. This coincides with quantitative data collected by the Rewards and Recognition Program administrator that showed that groups across the Institute have increased their level of participation in the program each year as demonstrated by the amount of money spent on recognition activities. On average in FY2004, groups on Main Campus used 47% of the money spent on Infinite Mile Awards (cash awards) and 53% on Appreciation Awards. At Lincoln Lab, 100 percent of the money was spent on Appreciation awards and group- and team-based celebrations. The creation of a new database will allow for more extensive tracking of program activity over time and will provide valuable longitudinal data.

The Rewards and Recognition Program continues to consist of three equally important components:

The Infinite Mile Awards (typically cash awards; bi-annual or annual recognition for teams and individuals, customized around a department's particular culture, values, and goals, and administered at the local/departmental level). A sample of Infinite Mile Awards in FY2004 includes the Unsung Hero Award; Communication & Collaboration Award; Diversity & Community Award; Public, Customer, or Client Relations Award; Results, Outcome, & Productivity Award; Innovation & Creativity Award; and several awards for leadership. A total of 193 awards were presented to 315 employees on the main campus, including members of the administrative, support, service, sponsored-research, faculty, and other academic staffs. Eighty-five percent of these awards were given to individuals, and 15% were given to teams. At Lincoln Lab, seven Lincoln Team Awards were presented, recognizing more than 400 employees.

The Appreciation Awards (frequent, on-the-spot "thank you's" among managers and colleagues within and outside one's own department and administered at

the local/department level). Most areas recognized staff by presenting gift certificates to individuals, providing team luncheons and/or other group celebrations such as taking in a Red Sox game, or offering an on-site Wellness Day. These “thank you’s” are often publicly acknowledged through department newsletters, websites, and announcements at staff meetings. Also common in FY2004 were department-wide gifts such as t-shirts, sweatshirts, tote bags, and hats. It is estimated that more than 1,500 staff from the main campus and Lincoln Lab received some form of informal recognition through the Appreciation Awards during the last fiscal year.

The MIT Excellence Awards (cash awards; annual recognition at an Institute-wide public celebration for exceptional contributions that align with MIT’s mission, goals, and values). Last year’s annual awards ceremony was celebrated on October 15, 2003, with approximately 350 staff in attendance. More than 110 nominations were received, and 13 individuals and six teams were recognized for exceptional achievements in the following areas: leadership, work/life balance, community service, serving the client, and collaboration/innovation. Award recipients represented all job categories and a wide variety of DLCs across the main campus and at Lincoln Lab. The 2004/2005 Excellence Awards will be held on March 2, 2005. For the first time, nominations are being accepted online year-round. This is being done to encourage nomination submissions at the time of achievement and to create a more flexible and accommodating process.

The program administrator position has made it possible to provide ongoing assistance in the design and revision of customized Infinite Mile and Appreciation Awards programs, the collection and dissemination of data, the financial processing and record keeping of the budget allocations and expenditures, the delivery of professional development workshops to the local areas’ key contacts and their design teams, the continual outreach to facilitate communication and share resources, the creation and maintenance of multiple forms of publicity (including two websites, posters, *Tech Talk*, and MIT Faculty Newsletter articles), and the administration of the annual Excellence Awards celebration.

Kande Culver
Program Administrator

More information about the MIT Rewards and Recognition Program can be found on the web at <http://web.mit.edu/hr/rewards/>.

Labor and Employee Relations

The Office of Labor and Employee Relations is responsible for providing high-level human resources consulting to the Institute's DLCs for all staff—faculty, administrative, sponsored-research, and support and service—regarding a wide variety of employee issues and personnel policies. The office also provides support for employee/faculty appointments, transfers, promotions, annual reviews, and similar changes in employment status, and handles relations with the Institute's five labor unions.

Martha Collins, formerly an employment lawyer at Ropes & Gray, joined the group in December as our seventh human resources officer.

Labor Relations

The Office of Labor Relations is responsible for negotiating and administering the collective bargaining agreements covering approximately 1,250 MIT employees in five bargaining units. Labor Relations also oversees MIT's representation in grievance arbitrations and, in some cases, before administrative agencies in employment-related cases. In addition, the office provides advice and support to DLCs on issues that involve union relations, collective bargaining, litigation, and employment policy affecting the unionized staff.

As of June 30, 2004, contracts were in place with three of the five unions on campus, with negotiations underway with the SEIU on campus and with the Security Officers Independent Union at Lincoln Laboratory. One-year contracts, effective until June 30, 2005, were signed with the Research, Development, and Technical Employees' Union and with the Lincoln bargaining unit of the SEIU. A new three-year contract with the Campus Police is effective until June 30, 2006.

In April, a petition was filed with the National Labor Relations Board (NLRB) to decertify the SEIU campus union, in favor of a new independent union, the Independent Workers of New England. An election was held in May, with neither union receiving a majority of votes cast. As a result, a rerun is necessary, and a second election is scheduled in July 2004.

Two other matters of note during FY2004 concerned union issues presented by the transition of the Whitehead Institute employees to MIT's Broad Institute, and the layoff of some unionized employees at Bates Accelerator Lab and elsewhere.

During FY2004, the Office of Labor Relations heard 17 step three grievances. In this same period, five arbitration hearings were held: one of these cases was settled at the arbitration, one led to an award in favor of MIT, one was resolved in the employee's favor, and the remaining two cases are still ongoing. Nine other grievance cases currently have arbitration dates scheduled. In addition, two cases that had been filed with the NLRB were withdrawn through

settlement agreements; four others are currently deferred to the grievance and arbitration process.

The office continues to try to resolve conflicts at an early stage, and to consider the concerns of both management and the unions in working toward mutually satisfactory results.

Employee Relations

Human Resources Officers (HROs) are assigned to specific schools and organizational areas and serve as the primary point of contact for these client groups. HROs are responsible for partnering with these groups to understand their business operation as it relates to their human resource needs, and for coordinating other HR services to help them address particular problems and opportunities. In conjunction with Staffing Services, HROs also support departments in the processing of job listings, applicant materials, and employment advertising. A large percentage of the HRO's time is spent counseling client groups and employees on the following:

- Policy interpretation
- Conflict resolution
- Compensation (job classification, salary determination, etc.)
- Organizational restructuring
- Discrimination and harassment issues
- Employment-related investigations
- Leaves of absence
- Performance management, including corrective action consulting
- Terminations, including layoffs
- Grievances

The SAP payroll phase of the HR-Payroll Project continued to be an important focus of Employee Relations this year, particularly aspects related to systems and pay issues. HROs were also part of the team that worked on transitioning employees from the Whitehead Institute to MIT's Broad Institute. Employee Relations staff are also working with the Compensation Office to identify positions at MIT that may be affected by the new FLSA overtime exemption regulations. Another ongoing project that had heavy Employee Relations involvement this year was a new Coordinated Conflict Management System, which is still in development.

Approximately 210 MIT employees received layoff notices during the fiscal year. Employee Relations was deeply involved in the layoff process, ensuring that it was as smooth as possible. In the winter, the HROs presented several sessions of

the Managing Layoffs workshop to approximately 90 managers in departments that were contemplating layoffs. They worked closely with departments throughout the layoff process, providing counsel to managers on decision-making and communication, and support to the laid-off employees themselves at the time of layoff and immediately afterwards. A member of the team also developed a centralized layoff database for HR to track the layoffs, coordinate HR's efforts, and provide data about the layoffs.

Marianna Pierce
Director of Labor and Employee Relations

Organization and Employee Development

Organization and Employee Development (OED) works to advance the organizational effectiveness of MIT and its departments and to promote the professional development of those who work at the Institute. OED provides three major client-focused services: organization development consulting, career planning, and professional development programs.

Organization Development Services

The organization development (OD) consultants in OED provided internal consulting services for MIT, its offices, and its DLCs. These projects ranged from multiyear change efforts to one-time retreats. The role of the OD consultants is to collaborate with their clients to provide services in managing change, developing teams and leaders, and planning and facilitating meetings and retreats. Examples of consulting projects during the past year follow:

- OpenCourseWare (OCW): Consulted to OCW staff, including design and facilitation of four workshops
- Broad Institute: In collaboration with the HR officer, designed and facilitated training on performance management
- Shared Services Center, Office of Executive Vice President: Consulted with the new director on the design and development of the center by facilitating the Process Team, advising on communications plans, and consulting on team formation and development
- Student Financial Services (SFS): In collaboration with HR colleagues, developed and delivered an orientation to the HR Department for SFS staff
- Department of Facilities: Designed and delivered a series of mini-workshops on communications for supervisors
- Office of the Treasurer, Gifts Area: In collaboration with the HR officer, identified communication and work process issues and provided several staff training sessions on communication practices
- Graduate Students Office: Designed and facilitated a one-day strategic planning retreat for the three service areas that report to the dean of graduate students
- Lab for Energy and the Environment: Provided strategic planning consultation for lab staff
- Faculty and staff quality of life committees: Cochaired Staff Quality of Life Committee; designed and facilitated faculty quality-of-life focus groups

- Department of Facilities: Designed and facilitated team-building retreat for the Team Leaders' Administrative Assistants to help them clarify their mission and role in the department
- HR-Payroll Project (SAP): Consulted to HR management at implementation of HR launch phase, including change management and communication; consulted to Payroll project team to facilitate organizational change with payroll phase of project; co-led and facilitated Payroll business process redesign teams
- Working Group on Support Staff Issues: Provided ongoing consultation with the co-conveners, designed and facilitated a day-long, end-of-year meeting, provided training on setting effective individual and organizational goals

Within the Human Resources Department, organization development consultants provided the following services:

- Designed and facilitated (with HR colleagues) two lunchtime workshops: HR Practices in Uncertain Times and Managing Layoffs
- Assisted in the coordination and facilitation of department-wide weekly update meetings ("huddles")
- Facilitated the HR Data Security Group
- Facilitated the Position Management Group, focusing on current and improved business process and documentation
- Represented HR on the Council of Family and Work
- Participated in the HR Job Flexibility Implementation Team

Center for Career Planning at MIT

Career Planning at MIT's third year of operation was one of growth and change. Services were expanded to meet workforce changes that included a higher-than-usual number of layoffs, the implementation of Employee Self Service for tuition assistance reimbursement, and a formalized program for delivering career and executive coaching at Lincoln Laboratory.

In a continued effort to support MIT's commitment to help employees assume responsibility for their own successful development as well as linking that development to the strategic direction of the organization, Career Planning and Retirement Benefits partnered to design and deliver two new courses: Shifting Gears: Planning for Mid-life and Beyond, and Managing across Generations.

This year also saw an increase in requests for services, which were met through combinations of individual and group venues. Career Planning at MIT delivered services to more than 850 employees through a number of programs. These include:

- Individual career coaching and consulting to MIT support staff, administrative staff, sponsored research staff, and faculty
- Coordination and delivery of outplacement services and agencies for more than 200 employees in layoff situations
- Career workshops and courses
- Customized career programs for specific departmental groups
- Partnerships with DLCs to implement career development strategies
- Career assessment tools, including Myers-Briggs, Holland's Self-Directed Search, and Campbell Interest and Skill Inventory
- Extensive resource lending library
- Targeted promotion of tuition assistance benefits

The study of workforce trends continues and has clearly raised issues about the impact that the aging workforce will have on succession planning, as the Baby Boomer population seeks to reshape outdated concepts of retirement. As this cohort group prepares for work/life balance in their next life phase, they are exploring options that include phased retirement, part-time employment, and transitioning to new careers. Career Planning and Retirement Programs will continue to develop programs and examine policies that relate specifically to these needs and to the development and retention of a maturing workforce.

Professional Development Programs

During the past year, OED continued to offer a variety of open-enrollment professional development courses directly related to Institute priorities and goals.

OED's professional development courses span the topics of leadership and management, communication, collaboration, financial management and reporting, and career planning. During the past year, OED offered 67 professional development courses with a total of 771 participants. In addition to enrolling staff from across the Institute, OED continued to enroll course participants from member institutions of the Boston Consortium, as well as MIT students, alumni, retirees, and spouses and partners.

During the past year, OED expanded its curriculum by offering three new courses: the two mentioned in the Career Planning section of this report (Shifting Gears: Planning for Mid-life and Beyond, and Managing across Generations) and Preventing Sexual Harassment.

In addition to its instructor-led courses, OED continued to offer various learning opportunities through alternative delivery methods. Specifically, OED offered 10 web-based training courses on leadership and management to members of the

MIT community through an agreement with Element K, a leader in the online learning industry.

Adding to OED's five web-based learning topics, another web-based resource, Performance Review and Development (<http://web.mit.edu/hr/performance/>) was created. Performance Review and Development includes an overview of the performance management cycle, guidelines for ongoing performance development, as well as review forms and tools that can be used during the performance review process.

One major change resulting from Institute discussions on cost-cutting measures was the decision to redeploy the Professional Learning Center in W89. Since this change was implemented, OED's training courses have taken place in a newly renovated training room in E19. Technical training courses (e.g., computer courses offered by Information Services & Technology) were relocated to various technical training spaces on campus; other training providers (e.g., Controller's Accounting Office and Office of Sponsored Programs) hosted their professional development courses in local training rooms.

During the past year, Employee Development and Training (ED&T), a newly formed group of training providers, organized to investigate opportunities for more coordinated, cost-effective, and customer-oriented training. One main focus during the past year was the development and implementation of the TEM module of SAP, which went live in March 2003. Under the direction and oversight of the vice president for human resources, ED&T made a wide range of business process decisions and recommendations that guided TEM's implementation.

OED offered its leadership development program, L2L, for the third year. Twenty individuals are in the program in 2004. L2L has five goals:

- Insure the stewardship of MIT, its mission, and its values
- Support, develop, and enhance world-class leadership for MIT
- Develop flexible, creative, strategic thinkers who anticipate and manage change successfully at MIT
- Nurture a culture of development for each participant and for others at MIT
- Create a cross-functional group of peers who serve as resources to each other beyond the program

To accomplish these goals, participants create individual development plans, attend two full-day workshops about every six weeks for one year, receive executive coaching between these sessions, and apply their learning to real work. Those who teach in the program include faculty from the Sloan School of Management and MIT's senior leaders.

Margaret Ann Gray
Director

More information about Organization and Employee Development can be found on the web at <http://web.mit.edu/hr/oed/>.

Staffing Services

In its second full year of operation, Staffing Services' work is driven by our goal to make the hiring process as efficient as possible and by our commitment to provide quality services for both applicants and hiring managers. During FY2004, we received 28,000 résumés through our online system for the 570 jobs we posted.

Kristen Morreale, our part-time recruiter, manages the posted jobs to ensure they are current and provides outreach and support to hiring managers.

Managers may now choose to have direct access to candidates' résumés through our online system or to work with one of Staffing's two recruiters for assistance in the screening process. During the past four months, we have begun using an electronic prescreening process when recruiting for certain jobs with very specific qualifications. Managers receive résumés only from candidates who have responded "yes" to the skill-based questions. Since November, Staffing Services has provided new walk-in services for candidates who may not have online access to our jobs. We also invite job seekers to make an appointment with Martha Kudzma, our staffing services assistant, to review and discuss any posted positions and/or to complete an application.

During the past year, we have supported efforts to increase the diversity of our applicant pool through significant outreach efforts in the larger community. Robert Martinez' role as a recruiter has been restructured to include diversity outreach. Over the past year, he has established relationships with a number of organizations, including the Cambridge Affirmative Action Advisory Board, the Latino Professional Network, the New England Human Resources Association Diversity Committee, and the Massachusetts Rehabilitation Commission. Partnering with Philip Lima, coordinator of staff diversity initiatives, Robert also supports managers in their sourcing efforts to attract qualified and diverse applicants.

Staffing Services has welcomed approximately 650 new benefits-eligible employees to MIT through the new-employee orientation process. In most cases, employees receive relevant information within 48 hours of receiving their official offer letter. Most new employees attend the orientation event itself within the first two weeks of their employment at MIT.

Integrating SAP into our work has required the development of new processes. Staffing Services is responsible for creating most new non-academic positions in SAP. Jane Hamilton has assumed this responsibility.

Julienne Kelly in Staffing Services has been instrumental in developing new forms to support the job requisition and new hire processes as well as the employee transaction form. Each form had to be revised significantly to reflect

new required information, including SAP position numbers. In addition, Julienne has worked collaboratively with Compensation on their initiative focused on position management (monitoring and tracking positions in SAP) outreach to the community. Julienne's role has been critical in Staffing Services, ensuring that the applicant tracking and job posting systems are appropriately linked to SAP position numbers. Over the next year, Julienne's work will include developing electronic linkages between the two systems.

Wendy Williams

Director

MIT Medical

Providing care for the MIT community is the role of the Medical Department. In addition to meeting the health care needs of individuals, the department is playing an increasing role in supporting the health of the community that we serve. High quality, easily available, individual care and community services are provided by the department to meet the ever-changing needs of our community and its members. Careful stewardship of resources, in the midst of constantly increasing costs for provision of care, continued to be a major challenge for the department during FY2004 year.

Key points follow:

- Reductions in staff result in redesign of work flows and reorganization of operations in several areas.
- Implementation of TouchWorks, our electronic medical record (EMR), continues to move ahead with increased uses and users.
- We acquired a new ambulance and continued our development of a student ambulance service.
- We continued implementation of the Health Insurance Portability and Accountability Act (HIPAA).
- Our laboratory and X-ray services received full accreditation.
- We achieved enhanced weekend Mental Health presence and coordination with weekend Urgent Care Service.

Clinical Services

Visits

Nearly 130,000 visits to the MIT Medical Department were recorded during FY2004. Of these, 6,600 visits were at the health care facility at Lincoln Laboratory where adult medicine, pediatric care, and neurology services are available. The following table shows a breakdown of the groups served:

Group served	Number of visits
Students	45,067
Faculty and staff	42,827
Retirees and family	41,511

After Hours Service—David Shein, MD, Chief

The After Hours Service provides care to the MIT community during nights, weekends, and MIT holidays. Clinical staffing is organized to be both care-effective and cost-effective. Staffing guidelines are now focused on clinicians with training and skills in both adult medicine and pediatrics. Working together with the Nursing Department and the urgent care coordinator, we have been able to consistently staff weekend and holiday Urgent Care daytime hours with a physician and/or advanced practice clinician (nurse practitioner or physician assistant) trained in the care of adults, infants, and children.

The After Hours Service maintains an important link to campus resources including the MIT Student Ambulance, the dean on call, and MIT Mental Health. After Hours clinicians are also aware of student health insurance coverage issues. The goal is to maximize the availability of the services we can provide on campus, and to help address students' financial concerns for those instances when care is needed outside of MIT Medical.

During FY2004, the After Hours Service recorded 6,718 visits. In addition to MIT employed clinicians, staffing is augmented by 15 contract physicians, including four physicians trained in family practice or internal medicine/pediatrics.

Ambulance Service

More than 10,000 hours of volunteer time were logged during FY2004 by MIT students in support of the student-run ambulance service. The program, organized and run by students with support from the Medical Department and the Office of the Dean for Student Life (DSL), provides ambulance services to the MIT community. The program includes emergency medical technician (EMT) training, continuing education, monitoring of care, and administration. A new ambulance was leased and outfitted for the service during FY2004. Since 2001 more than 150 EMTs have been trained and certified. During FY2004 more than 50 students responded to 544 calls. The success of this program is due to student leadership and energy and to support from the Medical Department, the DSL, the Environmental Medical Service (EMS), and the Campus Police.



MIT Ambulance Service.

Dental Service—Jay Afrow, DMD

In spite of facing several challenges this year, the Dental Service was able to maintain financial stability and improve its patient satisfaction as measured by survey results. The service provided approximately 12,000 visits to 4,800 MIT-affiliated patients.

Efforts continued to focus on meeting the primary dental care needs of our community. Approximately 100 new patients are seen each month. For some of our international patients, a visit to our service may be their first exposure to dental care, and many have significant primary dental care needs. Restructuring of the service to provide more hygienist availability has been well received by both our new and existing patients. This change has reduced the wait time for hygiene appointments by 33 percent.

In addition to the provision of primary dental care, there has been continued growth in the utilization of our periodontal and implant services. The number of implant cases has doubled every year for the past three years.

The Dental Service continues to be a resource for dental education and pre-professional advising within the MIT community. Several members of the dental staff are pre-dental advisors. In addition, members of our staff give lectures and participate in the Tooth Print Child Identification Program.

Eye Service—Robert Gross, OD, Chief

The Eye Service continues to provide comprehensive optometric and ophthalmologic services to the MIT community. Visits numbered approximately 9,600 in FY2004. Provider schedules have been rearranged to maximize availability, resulting in shorter wait times for routine care. Clinical encounters are now included in the EMR, resulting in fewer paper record retrievals and increased efficiency.

The contact lens and optical services remain very active. We strive to keep pace with changes in the ophthalmic products industry. This provides the MIT community with on-site access to contact lens, eye wear, and other products at our Medical Department facility and at our optical shop in the Stratton Student Center.

Encouraging diabetic patients to have their recommended annual eye screening is an ongoing activity of the service. Identifying patients and contacting them with reminders of the importance of routine eye care has resulted in a compliance rate of 78 percent. This figure is well above the national average and is a result of a multidisciplinary effort across the Medical Department.

Eye Service personnel continue to serve as a resource for the MIT Community. During FY2004, various members gave IAP lectures, provided instruction to Health Sciences and Technology (HST) students, participated in health fairs, and acted as pre-professional advisors for undergraduate students.

Inpatient Service—William Ruth, MD, Chief

In our Inpatient Unit, clinical problems that do not require the intensive care of a major hospital are comfortably and conveniently managed on campus. This facility is a Joint Commission on Accreditation of Healthcare Organizations (JCAHO)-accredited inpatient hospital facility located on the MIT campus. The unit provides care for students, MIT Health Plan members, and retirees. In addition to general medical services, the unit provides post-operative care following orthopedic, gynecological, and general surgical procedures. In addition, end-of-life services for MIT patients are also available.

During the past few years, there has been increasing use of the Inpatient Unit for transient admissions. During FY2004 there were 364 transient visits. These brief stays—up to several hours—help decrease the case load in the Urgent Care area, and various treatments, including intravenous infusions of medications and fluids, can be efficiently and conveniently provided.

The unit had 499 admissions and 1,423 inpatient days in FY2004. The nursing staff has been taking on the additional duties of case management—previously performed by social services—as well as fulfilling the role of patient advocate. A dedicated group of nurses provides thoughtful, around-the-clock care.

Medical Service—David V. Diamond, MD, Chief

More than 42,000 clinical visits were made to clinicians in the Internal Medicine Service during FY2004. Internists, adolescent medicine physicians, physician assistants, nurse clinicians, and registered nurses work as a team to provide a wide range of care services. Scheduling has become an increasingly dynamic component, maximizing availability for both scheduled and non-scheduled clinical encounters. The triage nursing staff helps provide improved patient access to clinicians by managing requests for care. Increasingly, requests for care come via email in addition to the more traditional modes of arrival—by phone or in person.

The EMR features a tasking system so that requests for care can be efficiently managed and recorded at the same time. Conversion from the traditional paper record continues. Recently added scanning technology allows data from outside sources to be incorporated into the EMR.

Members of the Internal Medicine Service and adolescent medicine practitioners play important roles in the activities of the department (After Hours, Inpatient Service, and Clinical Research Center). In addition, several members of the service serve on various Institute committees, such as Committee on the Use of Humans as Experimental Subjects, the Committee on Biosafety, the Animal Care Committee, and the Ergonomics Committee.

The Practice Management Team, an interdisciplinary group, coordinates innovations and inpatient-centered services and continues to address operational issues, including appointment availability, patient communications, and staffing levels. In addition, several members of the service participate in teaching students in the HST program and at Harvard Medical School.

Mental Health Service—Alan E. Siegel, EdD

The Mental Health Service continues to improve access and responsiveness to the MIT Community, with particular emphasis on addressing the mental health needs of students. One new initiative was the development of an integrated approach to the treatment of members of our community who have eating disorders. A new comprehensive outreach and treatment protocol was developed in collaboration with our MIT Medical colleagues in Internal Medicine, Health and Wellness, and Nutrition, and with a close partnership with staff from Counseling and Support Services. One new staff member was recruited—a social worker whose job description includes the identification and the development of a care coordination system for persons with eating disorders.

Access to service continues to improve, with continued growth in the utilization of the walk-in (urgent) hours, especially by students. Patients can be scheduled for both counseling and psychopharmacologic visits, usually within 24 hours of their initial contact. New models for tracking staff productivity have been developed and implemented, and clear and uniform standards have been developed for staff participation in community activities. Clinical teams worked on implementing new models for following all patients who were identified as being at risk of self-harm or psychological deterioration. A new clinician-on-call system was developed, expanding participation to include all Mental Health staff with the intention of facilitating staff involvement with the dean on call and Residential Life staff, 24/7.

This year, we continued to stress the importance of close working relationships with academic departments and student life services, with a goal toward identifying and responding to students who are in psychological distress. Our staff continues to be actively involved in mental health trainings for housemasters, graduate resident tutors (GRTs), departmental administrators, and freshman advisors. Staff were engaged with meetings on the service and in the community with residences, fraternities, lab groups, and individuals, following the deaths of two students. We continue to offer individualized consultation to faculty and Student Life staff about students who might be at risk. The policy for medical withdrawal was revised and presented to the faculty and deans and approaches final implementation. New groups for freshmen and students returning from medical withdrawal were developed in collaboration with staff from Counseling Support Services.

Nursing Service—Christine Ryzucki, RNCS

Nurse practitioners and registered nurses continue to provide clinical care in the inpatient and outpatient areas of the MIT Medical Department. Registered nurses with experience in triage provide patients with self-care advice by telephone (and email) and facilitate the making of appointments with the appropriate clinician. More than 15,000 visits to members of the Nursing Service affiliated with the Internal Medicine Service were made during FY2004. Nurse clinicians also play an active role in the provision of occupational health, dermatology, pediatrics, and gynecology services. Midwifery services were also added during FY2004. The Inpatient Service nursing staff provides 24-hour coverage of the Inpatient Unit.

The Nursing Service has also established and maintained an active anticoagulation program. For patients requiring long-term anticoagulation, testing and medication dose adjustments are managed by a team of nurses with excellent results.

Several MIT nurse practitioners and registered nurses provide supervision for graduate and undergraduate nursing students from the major colleges and universities in the Boston area. The Nursing Continuing Education Committee organized the Annual Nursing Conference Day, which focused on pain management.

Obstetrics and Gynecology— Chana Wasserman, MD and Charles Kawada, MD

A major change in the Obstetrics and Gynecology (OB/GYN) Service occurred during FY2004: a practice affiliation with Mount Auburn Hospital was established. This partnership has resulted in a more efficient use of clinical services and has increased the availability of care options for our community. Midwifery services are now available at the Medical Department and at Mount Auburn Hospital. In addition, obstetric outpatient care is available at affiliated practices in Arlington and Lexington.

All of the practitioners in the OB/GYN service participate in community activities, including IAP lectures, pre-med advising, MedLinks advising, HST student teaching and the Harvard Medical School Primary Care Mentorship Program. Our clinicians also serve as preceptors to Massachusetts General Hospital nurse practitioner students and supervise residents at the Brigham and Women's Hospital gynecology clinic. Our providers also participate actively in departmental committees and initiatives as well as various Mount Auburn Hospital committees and educational activities.

Pediatric Service—Mark A. Goldstein, MD, Chief

With the change of the maternity hospital for the MIT Obstetrical Service from Brigham and Women's Hospital to Mount Auburn Hospital, the MIT pediatricians followed and became staff members at the Mount Auburn Hospital.

Pediatric Service facilitated a seamless transition of care to the Mount Auburn Hospital, while it continued to cover any MIT Health Plans families who had chosen to stay at Brigham for the duration of the pregnancy. The Mount Auburn Hospital also permitted the Pediatric Service nurse practitioner to see newborns on site, a transformation that has enriched the care for MIT newborns and their parents. Beginning in the spring of 2004, due to a smaller staff and the addition of the Mount Auburn site, the Pediatric Service discontinued their role as attending pediatricians for MIT children admitted to the Children's Hospital in Boston. Nonetheless, whenever possible, if an MIT patient was admitted to the Children's Hospital or the Newborn Intensive Care Unit at the Brigham and Women's Hospital, an MIT pediatrician visited the patient and the family at the hospital.

Much effort over the year was devoted to the conversion of clinical information from the paper medical record to an electronic medical record. Tasks included the incorporation of immunizations and problem lists for thousands of MIT pediatric patients into the electronic format.

All of the pediatric clinicians were involved in community activities on the MIT campus. Many of the clinicians gave local, regional, or national presentations or served on regional or national committees to improve care for all children and adolescents.

Surgical Service—Lawrence T. Geoghegan, MD, Chief

The General Surgical Service provided more than 1,300 care visits during FY2004 and, along with the subspecialty services, performed more than 300 surgical procedures. Surgery was performed at Massachusetts General Hospital and at the Mount Auburn Hospital.

In the MIT community acute appendicitis is relatively common. Although usually straightforward, appendicitis can be difficult to diagnose. Educational materials, presented on a CD-ROM, were developed to instruct clinicians on the diagnosis of abdominal pain and feature a discussion—with examples—of atypical and unusual presentations of this common condition.

Sentinel node sampling for patients with breast cancer is now available, when clinically appropriate, to all patients undergoing treatment for the disease. This procedure avoids the debilitating effects of standard auxiliary lymph node dissection.

The Urology Service provided more than 1,300 care visits. Urodynamic testing is now done on site. Thermotherapy for benign prostatic hypertrophy is now available, and our urologists have excellent outcomes for radical prostatectomy, including nerve-sparing surgery for prostate cancer.

The Orthopedic Service saw more than 6,000 patients during FY2004. During the year, Dr. Thomas Burke, an orthopedist with expertise in arthroscopic shoulder

surgery, joined the service. The Orthopedic Service performed more than 130 major orthopedic operations, including total hip and knee replacements.

Performance Improvement

Performance improvement priorities for FY2004 were communication and effective clinical management. Activities focus on both clinical and administrative areas and are data driven.

Examples of initiatives related to communication, collaboration, and coordination of care follow:

- Cross-service communication between Mental Health/Internal Medicine
- Student Services Team
- First Response Workgroup
- Medication Administration Team II
- ValueOptions Contract Management

Examples of initiatives related to timely and accurate diagnoses and effective clinical management follow:

- Patient safety—mental-health risk assessment
- Eating Disorders Workgroup
- Clinical peer review/case review

Risk Management

Risk management activities included incident report and patient advocate contact tracking, analysis and reporting, case reviews/root cause analyses, safety training, and collaboration with Controlled Risk Insurance Company/Risk Management Foundation (CRICO/RMF) (our medical malpractice insurance carrier). There were no sentinel events in the past year. Collaborative activities with RMF include provider training on disclosure of unanticipated clinical outcomes, breast care algorithm, and office practice evaluation of the obstetrics/gynecology service.

Joint Commission on the Accreditation of Health Care Organizations

The Joint Commission on the Accreditation of Health Care Organizations (JCAHO) has revised its accreditation standards to support continuous compliance. As part of this new accreditation process, between February and April 2004 the JCAHO workgroup assisted in the completion of MIT Medical's periodic performance review (PPR) (18 months prior to the next full survey). This PPR was reviewed and approved by JCAHO in June 2004 with some minor revisions to compliance timelines. MIT Medical is in substantial compliance with all JCAHO patient safety goals. We are continuing to work to improve

performance in the areas of patient identification (e.g., checking two forms of identification) and elimination of the use of easily misunderstood abbreviations.

In compliance with JCAHO requirements, MIT Medical established its second Failure Modes and Effects Analysis project in the pharmacy. Pharmacists and technicians are using this tool to identify high-risk areas and reduce risk of medication error.

Patient Satisfaction

MIT Medical continues to use Press Ganey for measuring patient satisfaction. This information is used routinely to inform performance improvement activities, for example, satisfaction with wait times in Urgent Care (Student Services Team), satisfaction with staff behavior and attitude, and satisfaction with clinical care received.

Center for Health Promotion and Wellness

In FY2004, the Center for Health Promotion and Wellness (CHPW) (formerly Health Education) engaged students, staff, faculty, retirees, health plan members, parents, and alumni in the active pursuit of healthy living. The center supports the individual and communal practice of healthful living through evidence-based programming which empowers MIT community members to use the information and skills necessary to adopt and maintain healthy behaviors, attitudes, and lifestyles. It works collaboratively with students, staff, and faculty to create a safe and caring environment committed to the academic, research, and community goals of the Institute. The long-term vision of the center is to contribute measurable improvement to the health of the campus community and its members.

The center's annual work plans and bimonthly reports measure progress toward goals. Its strategic planning initiatives include increasing capacity in response to community need. There also is a focus on program evaluation, including cost per unit of service. Frequent staff turnover, a long-standing problem for the center, has decreased.

The highlights of a program evaluation of the center's initiatives follow:

- \$500 was obtained for the MedLinks Program's Project ACT competition winner to make a video on sleep
- 360 participants in the center's IAP offerings
- 154 percent increase in student interactions with MedLinks
- 97 percent of GRTs would recommend CHPW in-service training to others
- 92 percent of POWER Series participants would recommend POWER to a friend

- 91 percent of Eastgate/Westgate residents rated on-site yoga classes as “very good” or “excellent”
- 84 percent high achievement of American College Health Association Standards for Health Promotion
- 20 Female-First years exploring issues of gender and health in the Women’s Health, Women’s Lives winter retreat
- 2 programs that had outlived their usefulness were eliminated
- 1 health educator serves as faculty advisor for a sorority

The Health Education Library is very active—extra copies of sensitive-topic materials are distributed through health educators. A sample title list is available on the website.

The collaboration continues between the Residence-Based Advising program at McCormick Hall and Next House, a joint project with Student Life Programs and the Academic, Research, and Careers Committee of the Graduate Student Council.

Together the groups coordinated and facilitated training for 22 undergraduate resident associate advisors (RAAs) in two dorms; facilitated three health-related in-service trainings for them during the academic year; and provided guidance, support, and facilitation for health-related residential programs they planned.

The center coordinated with the DSL on the following initiatives:

- The development of sexual assault guidelines
- An over-exercising policy with the Department of Athletics, Physical Education, and Recreation (DAPER), and Health Fitness Corporation
- Alcohol-related communications
- Communication among Personal Care Teams, the DSL, the Medical Department, and students
- Critical-incident stress management assistance

Chronic Disease Prevention

The POWER Series Physical Education (PE) Program, a joint program of the New House and MacGregor housemasters and CHPW, is designed to help students build stronger bodies and sharper minds to more effectively deal with the fast-paced environment at MIT.

This collaborative effort between residential life associates, housemasters, health educators, student leaders, and GRTs has resulted in an enrollment of 28 percent of New House and MacGregor students in the spring 2004 Power PE Point (P3)

class. The six-week, 12-session class included classes in Bhangra (Indian dance), Pilates, and Tai Chi.

A series of CPR and first aid courses was offered during IAP. One section of each of the following courses was open to the MIT community: Adult CPR, Child and Infant CPR, Basic First Aid, and First Aid with Adult CPR. Enrollment for each class reached full capacity—12 participants per class. These American Heart Association classes educate participants on the most common causes of life-threatening emergencies in adult and pediatric populations, covering Prevention and risk factors, as well as life-saving skills.

A schedule of quarterly classes is being planned due to the positive response from the participants in wellness and IAP classes. A variety of classes were offered during the past year:

- 18 IAP sessions, averaging 20 participants per session, with approximately 360 participants total
- Wellness class sessions in the fall, winter, and spring; each session was 10 weeks, with approximately eight classes per session, and approximately 12 participants per class
- Weekly parenting classes
- Monthly childbirth preparation and infant care classes
- Monthly health lectures on campus and at Lincoln Lab

Coping and Stress

In-service training for GRTs (in collaboration with Gabrielle Abelard) on depression, suicide, and coping with loss was attended by more than 50 GRTs in January 2004.

Depression Awareness and Screening days in October reached more than 200 students with informational materials on recognizing symptoms of depression and how to help a friend in need. The campus workshops Yoga at Your Desk and Introduction to Relaxation Techniques reached staff, faculty, and students. On-site yoga and stress reduction classes were offered at Westgate and Eastgate.

Sexual Health and Sexuality Issues

The freshman advising seminar Women's Health, Women's Lives, enrolled six female McCormick students who planned a retreat, Being a Woman Student at MIT, for 20 additional students.

In addition, CHPW staff

- Collaborated in the organization and facilitation of the second LBGT Leadership Retreat, a three-day skill-building event for 16 undergraduate and graduate student leaders
- Assisted with regular staffing of the Rainbow Lounge and drop-in counseling for students there
- Facilitated/supported seven different events focused on LBGT issues
- Served on the LBGT Issues Group Steering Committee
- Collaborated with student production of *The Vagina Monologues* to provide Mental Health staffing during each of three performances and a sexual health information table during the Vagina Fair before each performance
- Began a separate sexuality library, housed independently from the health promotion library due to mature content
- Facilitated more than 20 sexuality-related or body art-related programs for residences, academic classes, and student groups
- Conducted more than 40 individual sexuality-related or body art-related consultations via office visits, phone calls, or email.

Peer Education

MedLinks is a residentially based peer advocacy program comprised of student representatives (each one called a “MedLink”). This program is sponsored and supported by the CHPW. The program was strengthened by adding CPR/first aid training and unit dose access to over-the-counter (OTC) medications. MedSTOP, in the Student Center access point for OTC medications, was discontinued in June 2004.

MedLinks hosted Meet Your MedLinks study breaks in the following residence halls: Baker, Bexley, Burton-Connor, East Campus, MacGregor, McCormick, Next House, New House, and Simmons. Each dormitory provided a setting for students to meet their MedLinks and learn more about the services and resources they provide. Attendance at these events ranged from 25 to 75 students each study break. MedLinks will continue to promote themselves and this service in order to aid students in connecting with medical and campus support resources. In addition, this year the Ask a MedLink column was launched in *The Tech*. Students worked closely with clinical and marketing staff at MIT Medical to answer questions submitted by peers on health and medical topics. This column will appear approximately 20 times during the upcoming academic year.

CHPW Campus Outreach Events

Campus outreach events in FY2004 included Stress LESS at the Student Center, the Alcohol Awareness booth (in collaboration with the Office of Community Development and Substance Abuse Programs and Theta Delta Chi fraternity), Safe Spring Break booth, Safe Sex booth, It's What's On the Inside That Counts Day (at the start of Eating Disorders Awareness Week), World AIDS Day booth, and Send a Smile! (an initiative to promote awareness of National Depression Screening Day).

Administrative Activities

FY2004 has been extraordinarily challenging for the MIT Medical Department. The fiscal pressure challenged us to increase our focus on the best ways to use resources. All areas within the department worked together to evaluate expenses, staff levels, and workloads. Expense reductions were, for the most part, taken in areas that would have the least impact on the quality and availability of patient care.

The administrative staff are pleased that, in spite of budget reductions, we have been able to continue to support the care mission of the department and make improvements and advancements in some areas, particularly through collaboration within the department and with external partners at MIT.

Annette Jacobs
Executive Director

Budgetary Challenges

A group of staff members voluntarily organized a Cost-Containment Group to gather and evaluate all suggestions for decreasing costs while maintaining high-quality care. The group looked at restructuring contracts, alternative suppliers, and inventory control. Implementation of many of these ideas, in addition to some reorganization and downsizing, allowed us to meet the FY2004 budget. Managers and coordinators worked as a team to support each other, maintain open dialogues with staff, learn how to adapt to change, identify resources available through MIT, and create opportunities for fun at work and to relieve stress.

The Pharmacy and Laboratory were both able to find ways to deliver the same level of patient care without filling vacant positions. Some clinical services were relocated; this consolidation allowed us to leave several support staff positions vacant.

Pharmacy

The cost of drugs continued to skyrocket in the US. Through coordinated efforts of the pharmacy staff and clinicians, the increase in drug costs at MIT Medical

was significantly less than has been reported nationally. While contracts and purchasing were carefully controlled by pharmacy staff, clinicians played an important role as well. Online formulary information allows clinicians to prescribe in both a care- and cost-effective manner. The EMR is integrated with the pharmacy computer system. Prescriptions can now be transmitted electronically and recorded simultaneously in the patient's record. This integrated system provides the clinician with both care and cost information simultaneously.

Delivering high-quality medical care includes a continuous review of patient and staff safety with a goal of improving it whenever possible. This year, the lab switched from glass test tubes to plastic ones. When combined with last year's successful transition to safety needles, accidental cuts, needle sticks, and exposure to infection have been minimized.

Medication safety remains at the forefront of issues faced by hospitals nationwide. Members of MIT Medical remain committed to carefully monitoring the use of medications. Electronic prescribing via integrated computer systems helps minimize the risks associated with poor handwriting and provides essential clinical information. Allergies, drug interactions, and many contraindications and allergies can be identified at the time of prescribing. These features facilitate coordination of care among the clinician, pharmacist, and patient, which results in improved patient care.

Through ongoing performance improvement activities, staffing patterns within the Pharmacy and Inpatient units are reviewed in conjunction with any medication errors. Our goal is to ensure that there are no adverse effects due to changes in staff. We are pleased to report that our medication error rate remains very low.

Laboratory

Equipment and computer systems in the Laboratory have been replaced or updated. A new hematology analyzer was purchased, and an enhanced HIPAA-compliant version of software for the lab computer system was installed. The link between the lab computer system and the EMR has been strengthened to allow result tracking to be more comprehensive and more easily available.

The Laboratory was reaccredited by the College of American Pathologists. The external auditors conducting this thorough review looked at the quality of care, clinical competence, and laboratory safety. Only one minor issue was identified, thanks to the continued dedication and hard work by the staff. The surveyors had high praise for the organization, management, and quality of our laboratory.

X-Ray

The X-Ray Department successfully completed its state and federal recertification process without any deficiencies. Careful attention to both quality and safety must be demonstrated to achieve these certifications.

Physical Space

Use of space continues to be a challenge. Staffing changes and responses to clinical needs have resulted in several moves within the Medical Department.

In response to recommendations of the Mental Health Task Force of 2001, the Mental Health Service has increased its staff. Unfortunately, this meant that members of the Mental Health Service were split between two floors, but plans have been made to renovate a number of areas to allow us to use both the building and staff more efficiently.

In addition, planning is under way to construct an ambulance bay for the newly acquired student-run ambulance. Thanks to support from the police, EMS, the DSL, and members of Committee for the Review of Space Planning, construction should start soon.

Earlier this year, the Laboratory conducted a patient survey and received feedback about its space, which looked tired and worn. In response, the area was redone. The facilities manager continues to work with managers in each area to see what other improvements are needed throughout the building.

Deborah Friscino
Director

Financial Services

During FY2004, the staff in Financial Services redesigned the budget development process within the department and worked closely with the department's senior management to identify and analyze areas for cost savings.

In February 2004, a collaborative effort began between the Controller's Office, the manager for strategic financial planning and modeling in the Office of Budget and Financial Planning, and the Medical Department. Previous collaborative activities involving lines of business studies were modified and enhanced to allow for analysis and multi-focused cost reviews. This information is being utilized in the development of insurance premium rates for both the Student Extended Insurance and the MIT Traditional and Flexible Insurance Plans. This process will eventually review all costs within the Medical Department and will provide a platform for financial management and review.

During FY2004, the Medical Department business office experienced a reduction in personnel. These changes have set the stage for a restructuring of the billing and collection of external income. A multidisciplinary team has been deployed to improve collection of receivables from self-pay patients and third-party payers. This process will result in improved collections and additional revenue for the Medical Department.

Mary Murray
Manager

MIT Health Plans

The MIT Health Plans—Traditional, Flexible, and Student Extended Insurance—undertook several initiatives in the past year. In October 2003, we began a preferred partnership with Mount Auburn Hospital for the provision of obstetrical care for Health Plan members. This collaborative effort will provide access to excellent clinical care for our members and will also result in a substantial savings in payments for services over the life of the contract.

On January 1, 2004, the Health Plans began a behavioral health partnership with ValueOptions for members of the Traditional and Flexible Plans. This partnership allows our members to receive outpatient mental health services from providers in the ValueOptions network. This will result in reduced out-of-pocket costs for the member compared to previous arrangements.

Working with the controller and manager for strategic financial planning and modeling, the AY05 rates were set for the Student Extended Insurance Plan and the Affiliate Extended Insurance Plan. Using actual experience for the plans, the rates set represented a zero-percent increase for student subscribers and resulted in a substantial decrease in the premium rate for affiliate subscribers, spouses, and dependents. In addition to the premium relief, we were able to lower the coinsurance paid by members for diagnostic tests from 20 percent to 10 percent for this academic year.

The Health Plans experienced staff reductions of 2.5 full-time equivalents (FTEs). Reorganization of the Health Plans administrative staff has allowed for maintenance of service and some cost reduction.

During the past year, the Health Plans administrative staff has become more involved with various student orientations and functions on campus. The staff has participated in and provided support for Campus Preview Weekend,

Parents Weekend, Student Orientation Week, and the President's Breakfast, as well as various student-initiated meetings and dormitory-based functions.

Eileen O'Keefe
Manager

Information Systems and Medical Records

The EMR continues to gain in functionality and utilization. Additional interfaces and functions were added during FY2004, including the following:

- Order entry—allowing online order entry for all lab tests, ensuring a clinical diagnosis is linked to procedures ordered. Documentation will improve, and tracking lab results will be facilitated.
- Pharmacy interface—allowing online prescribing.
- Scanning documents—allowing clinical information from our side sources or in non-electronic form to be included in our medical record.

With the increased utilization of the EMR, a 3.2 FTE staffing reduction has been realized in the Medical Records Department.

HIPAA regulations continue to play a role in our departmental activities. Electronic claims submission to Blue Cross, Medicare, and Medex has been running smoothly since the fall of 2003. Electronic remittances will be implemented in FY2005. Our internal computer network was reconfigured to enhance security, and a new process was implemented that provides secure remote access to all the software applications. A shadow server is in operation, providing a mirror image of the billing and scheduling server in case of system malfunction or interruption.

Information Systems is playing an increasing role in the evaluation and maintenance of the financial and business office infrastructure. Streamlining and automating work flows have resulted in significant improvements in efficiency and availability of information.

Shelagh Joyce
Director

Marketing and Communications

The department launched a significantly revised website for MIT Medical in October: <http://web.mit.edu/medical/>. The new site contains expanded information about clinicians, services, and insurance products at MIT Medical as well as a comprehensive health information database, HealthWise, and a link to Go Ask Alice, a highly regarded source for student health and lifestyle information. Usage of the MIT Medical website has doubled since the

introduction of the new site. Planned enhancements for the coming year include the addition of Patient Online, which will allow patients to request appointments and update records online, and the transition of our newsletter, Health@MIT, to an online and more interactive format.

In an effort to reduce costs and update our image, the marketing and communications group developed new streamlined promotional and marketing materials that coordinate closely with the new website. The materials feature a new tag line, "The right care. The right coverage. Right here."

Working with a team of student advisors, we launched a new student-focused newsletter, Enter E23, that was published regularly in *Tech Talk*. Enter E23 includes a health advice column, Ask a Medlink, written by students.

The communications group supported the community outreach efforts of the Mental Health Service by advertising available services and conducting background research into communication interventions used nationwide in college mental health and suicide prevention programs. Working with the Academy for Educational Development and MIT Mental Health Service, we developed a proposed outreach model for MIT that was presented to the Jed Foundation (a New York-based charitable organization that works to reduce the suicide rate among college and university students in the US) and to Education Development Center (EDC). Discussions with the Jed Foundation and EDC are still ongoing.

Maryann Wattendorf
Manager

Appointments, Promotions, and Terminations: July 1, 2003–June 30, 2004

Administrative and Other Academic Staff

Appointments

Cancell, Jacqueline	Web Manager	7/14/2003
Ruzycki, Kristine	Chief of Nursing Service	8/1/2003
Barry, Susanna	Health Educator	8/20/2003
Rabin, Rebecca	Psychologist (Trainee)	9/3/2003
Ambardar, Para	Psychologist (Trainee)	9/8/2003
Soule, Mozelle	Physician Assistant	9/8/2003
Tolpina, Jane	Hygienist	10/2/2003
Eklund, Bonnie	Family Nurse Practitioner	1/27/2004
Meitzler, Diane	Nurse	2/1/2004

Spaulding, Rudy	Enrollment Administrator	3/22/2004
Bartz, Audra	Social Worker	4/5/2004
Doucet, Mary Katherine	Dental Hygienist	5/10/2004
Retired		
Audin, Linda	Chief X-Ray Technologist	6/4/2004
Moses, Janet	Pediatrician	6/30/2004
Harding, Rita	Nurse	6/30/2004
Terminations		
Schilling, Susan	Obstetrician/Gynecologist	7/1/2003
Ferrante, Pamela	Nurse	7/31/2003
McLaughlin, Margaret	Nurse Practitioner	8/4/2003
Everett, Dita	Psychologist (Trainee)	8/30/2003
Francis-Raniere, Erika	Psychologist (Trainee)	8/30/2003
Morehead, Sheila	Pediatric Nurse Practitioner	10/1/2003
Wroble, Lori	Chief, Obstetrics/Gynecology	10/1/2003
DeGraan, Judith	MIT Health Plans Enrollment Administrator	1/1/2004
Hertema-Miller, Mary	Commitment-to-Care Manager	1/5/2004
Lopes, Joanne	IS Trainer	1/30/2004
Rahim, Rahimah	Triage Nurse	2/11/2004
Cornejo, Cristobal	Physician Assistant	6/4/2004
Masi, Michele	Neurologist	6/30/2004
Eichler, Lois	Psychologist	6/30/2004
Hellerstein, Susan	Obstetrician/Gynecologist	6/30/2004
Prudent, Suze	Psychologist	6/30/2004
Layoffs		
Hayes, Donna	Supervisor, Dental Service	5/26/2004
Offner, Ellen	Director, Finance, Health Plans, Marketing, and Planning	6/1/2004
Ayyub, Yousef	Network Engineer III	6/21/2004

More information about MIT Medical can be found on the web at <http://web.mit.edu/medical/>.

Center for Work, Family & Personal Life

The Center for Work, Family & Personal Life works to enrich the creativity and productivity of the MIT community by supporting the broad diversity of family structures and life experiences represented by its faculty, staff, and students. The center seeks to accomplish its mission through a combination of direct and indirect services that have the highest standards and incorporate cutting-edge knowledge of the field. The center works actively to contribute to MIT's reputation as an employer of choice, and to serve as a model for other organizations locally, nationally, and internationally.

In response to a growing interest in and development of child care to meet the needs of MIT faculty, staff, and student families, the center has assumed responsibility for the oversight of all MIT child care programs, this past year completing a four-year expansion and reorganization initiative. Developments included the completion and opening of a new campus child care center in the Ray and Maria Stata Center that followed five years of planning and design coordinated for the center by Kathy Simons; ongoing improvements to the existing campus child care centers; the negotiation of a ten-year lease and educational partnership with Minuteman Vocational Technical High School for Lincoln Laboratory Children's Center (LINCC); the transition of LINCC to management by Bright Horizons; the expansion of the scope and membership of the MIT Child Care Advisory Committee to include LINCC and MIT employees at Lincoln Laboratory; and the initiation of a scholarship program for employees, postdocs, and graduate students.

In preparation for the opening of the new Stata child care center in June, MIT approved the selection of Gina Tzizik to serve as Bright Horizons' new executive director of Technology Children's Centers (TCC), overseeing MIT's child care operations at Stata, Eastgate, and Westgate. Construction of TCC at Stata was completed over the spring; staff were hired, licenses were obtained, and furnishings were installed. The MIT community was welcomed to several open-house events held prior to, and in conjunction with, the Stata Center dedication event. These highly anticipated and very successful events showcased Stata's state-of-the-art facilities, which include three infant, three toddler, and two preschool classrooms; a gross-motor play room; two offices; a staff room; and adjacent playground and drop-off parking areas. The Stata child care center opened the first week of June, following an enrollment lottery that managed roughly 250 applications for the center's 74 spaces.

At Eastgate, a new egress hall and stair were added to respond to code requirements, and new partitioned areas were added for the check-in computer and for storage. Extensive flooding during the winter required the temporary relocation of children to nearby Bright Horizons centers while repairs were completed. At LINCC, several new classrooms were opened in September, increasing capacity to 104 children. A new brochure and website were created to publicize MIT's child care centers in Cambridge and Lexington, as well as the scholarship programs.

The first awards were given from the MIT Child Care Scholarship Programs in August 2003, and scholarships were awarded subsequently in December 2003 and again in conjunction with enrollment at the new Stata center in spring 2004. Altogether, more than 50 awards were given to graduate students, postdocs, and employees whose children were enrolled in MIT child care centers and who qualified for assistance on the basis of income.

The Child Care Advisory Committee, established in the spring of 2003 to advise the center on the development and oversight of MIT's child care system, expanded to include four new members from Lincoln Laboratory. Chaired by Professor Anne McCants, committee discussions this year focused on building links between the child care programs on campus and at Lincoln, designing an enrollment lottery for the new Stata child care center, and establishing mechanisms for assessing child care needs and evaluating program quality.

In February 2004, the Council on Family and Work, which is staffed by the center, organized a collaborative meeting of representatives from 18 committees and task groups related to quality of life at MIT. These committees included groups representing staff, faculty, postdocs, graduate students, and undergraduate students. The meeting served to address quality-of-life issues across groups, and resulted in the creation of a working paper addressing these issues, as well as fact sheets for each group, which are now posted on the council's newly launched website. Professor John Maeda joined Rae Simpson as new cochair of the council for AY2004 and AY2005. In January, the council also received a mini-grant from the College and University Work/Family Association to enhance its website as a tool for supporting quality-of-life initiatives on campus.

The Job Flexibility Team, chaired by Rae Simpson, released a publication entitled *A Guide to Job Flexibility at MIT: Tools for Employees and Supervisors Considering Flexible Work Arrangements*, which was posted on the web and presented to a number of administrative and academic groups throughout the spring, including an HR Partners Forum on June 10.

Rae Simpson's *Raising Teens* report continued to generate requests for media interviews and speaking engagements, as well as a translation into Spanish by the UN's Pan American Health Organization. It also led to an invitation to conduct a project on parenting of adolescents for the Child and Adolescent Health Unit of the World Health Organization in Geneva.

In May, MIT was recognized as one of the "50 Best Places to Work in Massachusetts" by the *Boston Business Journal*, following an application process coordinated for the center by Kathy Simons.

In July 2003, Susan MacDonald left the position of child care services administrator, which was increased from 75% to full-time, and was permanently filled by Mary McNally in December 2003. Kathy Simons and Rae Simpson continued to co-manage the office, with Erika Simmons serving as administrative assistant.

Rae Simpson, Program Director, Parenting Education and Research

Kathy Simons, Manager, Work/Life and Child Care Initiatives

More information about the Center for Work, Family & Personal Life can be found on the web at <http://web.mit.edu/hr/worklife/>.