

Appendix 9: Categorized list of completed work and ideas not relevant to scope

Source of ideas: Master List of ideas from Admin Task Force Appendix 4 and 5

Source of ideas :

Master List of Ideas from Administrative Task Force Appendix 4 & 5 reviewed and categorized

Ideas with Idea # starting in 'O' are from outreach, starting with 'I' are from IDEA Bank.

IDEA #	Category	Description of the Problem	Negative Impact of the Problem	Suggestions for Improvement
O26	Completed Work	Currently reimbursement of expenses is done in the form of a paper check which is expensive and inefficient	Cost to MIT of printing and distribution; risk of sensitive info getting into the wrong hands	Implement electronic payments for reimbursements either through current employee pay or through direct deposit to employee supplied checking accounts
I112	Completed Work	From Monday to Wednesday morning of this week, I have received a multi-page, 8.5"x11" publication from IS&T, made of heavy-type paper, and a multi-page 18"x12" (approx.) publication from Spectrum, made of gloss-type paper. Moreover, so did the other 9 people in my office. My challenge to MIT is this: in such a wonderfully fertile academic research environment as MIT, why don't we boldly reduce our spending on printed publications (especially those that are meant for Institute faculty and employees), and reinvest in media technology and greener information distribution techniques? Before printing a publication, we should ask: could I get my message across via email, the MIT website, or perhaps electronic media in the Stratton Building, the Infinite Corridor, or the Stata Center? Is MIT's current array of electronic media sufficient to deliver messages across campus? How could a more robust media array support other MIT information functions, such as campus emergency messages, severe weather alerts, or -- more pleasantly -- reminders about an MIT community picnic? We should also ask, is MIT's paper recycling program meeting expectations for waste management (i.e. is the Institute actually recycling as much as our current recycling system will allow)? Do we have an Institute "goal" for recycling, based on historical data of	Paper waste and several costs associated with the raw materials required to produce the many publications circulated via the MIT mail system. I have no idea how much money this could save the Institute, but over time the savings could be surprisingly large.	My recommendations are: 1) boldly reduce Institute publications, 2) replace those publications with on-line information or electronic media on campus. 3) invest in a more robust array of electronic media throughout Institute common areas, 4) invest in research for smarter technologies to deliver information to Institute faculty and employees. Think: how will the Institute communicate in the year 2025? Will we be as dependent on paper as we are today?
I117	Completed Work	Number of printed copies of the Tech	I see stacks upon stacks of old ones on Thursdays and Mondays.	Print fewer Tech copies to begin with.
I125	Completed Work	When I started working at MIT, I was extremely surprised to see how paper-driven it still was for many things. For instance, every month I still get a paper advice for my directly deposited check, causing me to have to file them as they are unavailable online. And I was also extremely surprised to see any reimbursement checks I received printed versus direct-deposited to my account. In previous jobs with previous employers, reimbursements would be direct deposited into my payroll account by default, which was a huge time saver for both me and for my employer. In fact, I remember the cost of printing was over eight times higher due to all the overhead in printing, mailing, reconciling, etc. It seems like a relatively easy win, I think.	I don't feel comfortable always having a paper form of my information out there that could potentially end up in the wrong hands, which I feel would be easy if I accidentally tossed my advice in the recycle bin and so on.	Eliminate paper version of paystubs and reimbursements.
I126	Completed Work	Mailing pay-stubs to people's homes.		Stop mailing pay stubs or checks to people's homes; especially since the price of stamps is going up.
I127	Completed Work	Paystubs and W-2's mailed instead of e-mailed		I would appreciate if the stubs (and W2 forms) could arrive via email. Then I could save or print them if I wanted.
I128	Completed Work	Currently, employees who have their salary direct deposited receive paper-copy statements mailed either through interdepartmental or US mail.		Using similar software as financial institutions, could we receive e-statements instead?

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I129	Completed Work	Currently, employees who have their salary direct deposited receive paper-copy statements mailed either through interdepartmental or US mail.		(Comment on electronic distribuion) That's how my employer does it. Can't say I miss paper statements at all. If I really need one, I can always print it out.
I130	Completed Work	Paystubs and W-2's mailed instead of e-mailed	(However), I do worry about the cost it would take for MIT to set up its own version of e-statements.	I would love to receive email notification of my payments, since email is my primary form of communication anyway.
I140	Completed Work	On-line reimbursements		Most of the SAO stuff could be done online. Why isn't there a form for reimbursements? The receipts could be a pdf attachment or scan of a hard copy receipt.
I144	Completed Work	I do all the flight research myself and just request the Travel Collaborative to book my chosen reservations directly with a cost object. That's the convenient part of the contracted travel services. I don't mind spending the time to do the flight research, but don't like the advance/reimbursement process.	The advance/reimbursement process that can be more time consuming than booking.	This would be really great if we could use an MIT credit card for booking business related travel activities rather than staff putting personal money up front for MIT business expenses.
I145	Completed Work	Inability to charge travel to Procurement Card	Travel agent fees when booking flights, and the costs involved with submitting and processing reimbursement forms.	Allow us to put travel charges onto Procurement Card.
I146	Completed Work	It has always seemed silly to me that travel *couldn't* be charged to procurement cards. Perhaps someone should explain why this hasn't already been done.	Takes a great deal of time and effort processing travel expense reimbursements.	Allow us to charge travel expenses to Procurement Card.
I147	Completed Work	Travel can't be charged to a card; long-long overdue.	MIT's travel reimbursement effort is both time and resource consuming for traveling personnel and administrative staff. While (change) would eliminate several FT equivalents, it would be a quantum leap forward in terms of costs saved.	Allow us to charge travel expenses to Procurement Card.
I148	Completed Work	Presently, processing payments for conference registration fees has to be one of the most labor intensive, costly, and time consuming paper pushing processes at MIT when you stop and think about all the people that have to manually generate and handle the paperwork to complete one single registration (including the attendee, the department administrator, MIT Mail Services, MIT Travel Dept, U S Post Offices,and also for the event company processing the Registrations, invoicing, and collecting payment by check receipts. Using the MIT Procurement Card for all conference registrations the whole process of registering, payment, confirmation, would take one person an average of three minutes time. Conference registrations, and Early bird registrations can really be cheap - especially now..... getting someone from MIT registered isn't.	MIT Procurement Cards presently cannot be used to pay for most registrations, however, the person registering for a conference needs a credit card for an online registration or a P.O. number. One payment option is to register on line, enter a credit card number to hold it and request an invoice. When the invoice arrives, the attendee or someone has to create a Travel Advance request, get it signed and approved, make a copies of the advance and the registration invoice for department records, put them in an envelope, hand carry them to Travel or send through inter-department mail for delivery to the Travel Dept. (there someone has to open the envelope) to process, cut a check, and then mail it to the Conference Lock Box for someone to process the payment at their end. Another option is to use a personal credit card and the attendee can be reimbursed by MIT Travel Office through a Travel Advance request or reimbursed when trip is completed and Travel Expense Voucher is submitted with expenses. Our Travel Department deserves a ton of praise for all they do to get those registrations paid despite the process in place.	Someone should do a time/cost study on this one process. If using an MIT Procurement Card is not the answer there must be a better way.
I149	Completed work	Can't charge travel to a card.	The extra paperwork is time-consuming and wasteful.	Charge travel to Procurement Card.
I153	Completed work	I've wanted electronic travel reimbursement for years.		
I154	Completed Work	Cost and time involved in current process from start to finish.		Use electronic options.

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I155	Completed Work	In my experience in dealing with our contracted travel agencies, I have found that the internet provides much cheaper flight options, although, it can take a bit more work, it can save many dollars. Especially now, when travel is such a competitive market. However, I have found that the travel department discourages using the internet, since reimbursement is much more stringent then when you book through travel. Just something that should be looked into.		Book travel using online agencies and outlets--it's cheaper!
I156	Completed Work	Paper-intensive process of filling out travel reimbursement forms and waiting for a check to be cut MIT.	Continues to waste money. (Implementation of on-line system) requires an investment in an online travel reimbursement system but the return on investment will probably be very high.	To resolve this, MIT could implement an online system that speeds up the process and saves administrative costs by making electronic deposits to employee bank accounts in the same way paychecks are deposited.
I157	Completed Work	I do a lot of local travel and currently I usually get 2 reimbursement checks because the data entry form at Lincoln Lab will only accept 10 entries per check.	This means we lose data entry time, and print needless checks.	Alter the online form to accept as many line items as necessary. This will reduce the time required to enter the data and a single check will be issued instead of multiple checks.
I158	Completed Work	How many travel forms are processed each year? Given the number of travel forms that are submitted and processed, and the number of hours spent delivering travel forms and travel checks, it would be much more cost-effective to do the whole process online: submit an advance request, receive a bankwire, submit a voucher... and think of the paper that would be saved!		An online system would be much more in line with the MIT spirit of innovation applied to practical problems. The same goes for event registration forms.
I4	Completed Work	Reimbursements produced on hard copy checks		Direct deposit for faculty and staff
I92	Completed Work	MITAC mailings	Printing and labor costs; not everyone wants a copy.	Use of electronic options.
I93	Completed Work	MITAC printed flyers sent to all members of the community, in addition to availability at central location in Stata, and a web-site, and e-newsletter.	Today, I noticed very many of them in the recycling bin. it doesn't seem an effective use of our resources.	Do not send to the community.
I94	Completed Work	MITAC printed flyers	(Comment) The MITAC printed flyer is among the few inter-office mail promotional materials that I actually read and save. Even though I read the email announcement, I post the flyer on my wall for easy reference (like the upcoming Red Sox lottery games). And it's not nearly as costly to produce as the glossy, expensive stock, multi-color materials that many other offices produce and send. And I'm happy to relieve any burden on the MITAC staff (who do a great job!). But I did want to say that I, for one, do use this flyer, while I immediately throw 99% of the others I receive into the recycling bin, without even reading them.	(Having said that,) if it's agreed that it's a worthwhile cost savings to eliminate the flyer, I don't object.
I96	Completed Work	MITAC printed flyer	I read the MITAC email so I don't need the printed flyer as well.	This is just one example of the printed materials that could be eliminated.
O113	Completed Work	Draper Fellows appointments. There is a lot of misinformation and confusion among the various departments with a stake in appointing Draper Fellows, including the GSO, Payroll, IT and Sponsored Accounting in CAO.	Student appointments are done incorrectly resulting in incorrect payments to the student and incorrect charges to the stipend accounts.	All stakeholders need to meet and develop clear instructions for handling these particular fellowships.
O114	Completed Work	Academic Appointments. Still have to send in paper forms for these appointment types. And, data is entered manually by Payroll Service Center.	Time intensive; paper needs to be filed; these appointments have to be signed; Payroll Service Center re-keys the appointment.	Have these forms on line like other appointment forms; use electronic signature; automatically cc to those who need a copy
O117	Completed Work	currently web to paper, paper to sap, sap to email, sap to paper	cumbersome, difficult to understand as it relates to how departments actually review and track appointments	
O118	Completed Work	Faculty Summer Session Appointments - Manual Process	Data entry error with salaries	Automate the process so that salary information is automatically populated for faculty via name or ID

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O119	Completed Work	Academic Appointment Process. Data is keyed in by dept. & re-keyed in by HR-Payroll Service Center	Data entry errors; missing/delayed appointments	Automate the process
O120	Completed Work	International students/scholars invitations. Many letters/forms required to invite person to do work at MIT	Takes time, inefficient	Submit letters through a website that ISO and Deans and the people submitting the paperwork can access to make sure paperwork is all submitted for visas, similar to a checklist for grants
O121	Completed Work	Visitor appointments. Need to obtain signatures on hard copy	time consuming	electronic approval
O122	Completed Work	Postdoctoral Fellow Appointments. Applies to researchers who receive funding in the form of a fellowship or stipend from an outside agency. These appointments are prestigious appointments that bring funds into the Institute. The processing of PD Fellow appointments for pay and benefits is extremely complex, time-consuming and error-prone. Benefits eligibility for Postdoctoral Fellow is both unique and complex. Unlike Institute employees, Fellows are only eligible (in certain circumstances) for medical, dental and vision benefits. A PD Fellow new to the Institute is eligible for dental and vision (if appointment is for 9 months or longer) and is eligible for the MIT Affiliate Health plan. A Postdoctoral Associate with a new PD Fellow appointment is eligible to continue employee medical benefits and is eligible for dental and vision. The process for enrollment in Benefits is confusing and time consuming for the Department, HR Benefits, Payroll, and most importantly for the Fellow who has received this appointment.	(a) When there are retroactive changes from an Associate to a Fellow, the individual often loses benefits coverage (including medical) for themselves and their families. These situations are difficult to resolve, involving the participation of the department, Benefits Office and the Service Center. The time it takes to resolve these problems can be significant. (b) Fellows may be from other countries where health coverage is more straightforward. A fellow at MIT is eligible for three different types of medical coverage: (1) employee coverage (2) MIT Affiliate coverage (3) Cobra coverage. Fellows are generally extremely confused when these options are explained to them. (c) Fellow cannot use Employee Self-Service to enroll in their benefits. (d) Because the Fellow or the Department pays the full cost of the benefit, they must be set up for billing by the Benefits Accounting office. This is a manual, time-consuming and error prone process.	HR Benefits and the Service Center should work with departments to determine how the process can be streamlined to eliminate or reduce retroactive changes in appointments that impact benefits eligibility. Develop communication to Assistant Deans, departmental administrators and sponsors on all aspects pay and benefits processing for Postdoctoral Fellows.
O124	Completed work	Different documentation requirements for FMLA and Sick Leave	Doctor note for MIT sick leave, other practitioners for others (law requires the latter); no tracking of sick leave for admin staff, under reporting of FMLA for admin staff leave	Set up tracker for entering sick leave of admin staff
O125	Completed work	Offer/confirm form. If you miss a required field, you get an error message and all the information you typed in gets wiped out.	I end up having to type in all the information again.	Make the form smarter. Come back with an error message pointing me to the field where I need to supply the information, but keep all the information that I put into the other fields.
O126	Completed work	Unemployment. Completing DUA forms is time consuming and requires more than one person's input	It takes one person time to walk to the post office, and then enter the details on to the system, email the HRO, mail the documents to payroll, wait for them to be returned, complete all the details on the form, fax the form to Jon-Jay and then return the form to the DUA office	Set up DUA online reporting and centralize data needed
O127	Completed work	The majority of appointments (new/changes/terminations, etc) are keyed into on-line forms, sometimes are routed via hard-copy and sometimes submitted electronically, but the majority are re-keyed by the Payroll Service Centers	Errors in re-keying, delay in processing time	Make data entry process flow directly to SAP
O137	Completed work	lack of a central location for all things faculty related, i.e: making appointments, tracking promotion processes and years of service	time sink	
O154	Completed work	Approval Process for new hires. I feel that there is a flaw in our hiring process which results in MIT losing excellent candidates because it takes us too long to complete the hiring process. The approval to hire within a certain guideline or salary range should occur before we start interviewing and not occur after we have identified a good candidate.	We risk to losing good candidates when the approval process occurs after we have narrowed down our list of candidates and identified a candidate. We had two excellent candidates accept positions with other companies because our hiring process took too long.	The process should be changed to identify the approved position and salary range before you are allowed to find new hires and should the hiring manager need to go beyond the salary range approved then the hiring manager would need to go back and get approval for that change.

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O155	Completed work	There is no way to share resumes between departments for semi-finalists		Recently I received resumes from you for our Fiscal Office position. I think that sharing resumes of qualified applicants for other openings that we are aware of is a great way of tapping into the top talents that apply for positions in various areas. It would also be great to have maybe a database of finalists that we can refer to when needed. (I feel like the finalists usually gets forgotten, but for the most part they are very qualified and could be a good talent pool).
O156	Completed work	Recruiting New Employees. In the current process, the hiring manager is required to screen all applicant resumes for the position. Once the hiring manager has found a resume for an interesting candidate, the manager would contact the HR recruiter to contact the candidate. Then, when the interview is scheduled, the hiring manager is required to update everyone's calendar and book a conference room to conduct the interviews.	There are 2 problems with this. The first is that the hiring manager shouldn't be required to screen all incoming resumes. It's overwhelming for the hiring manager to review all the resumes while still meeting the commitments of the day-to-day job. Also, there is a very good chance that qualified candidates are ignored since the hiring manager may be involved in critical meetings or deadlines and not have the time to review the resumes coming in. The second is that there is no reason why the hiring manager should have to schedule Tech time meetings and conference rooms for the interviews.	To address the first problem, the hiring manager and HR recruiter should meet when the job is posted and discuss the criteria for the position. With that information, the HR recruiter should be able to do an initial screen of the resumes and recommend candidates for interviews. To address the second problem, the HR recruiter should be responsible for scheduling everything involved with the interview, including tech time updates and conference room scheduling. Since the HR recruiter is the main contact for the candidate, it makes more sense for that work to be centralized to one person.
O189	Completed work	each office has their own calendar but is not entered in a way to be combined. Events would come from or include: registrars office, cao, hr, awards deadlines, fellowship deadlines.	duplication of effort >> each department (and probably dept sections) creates a calendar or list of important dates from many of these sources	could use the custom calander portion to the MIT events calendar so that office s could put together a list of deadlines and dates that could go on one general calendar.
O190	Completed work	Need a consolidated, consistent calendaring application to be used Institute-wide	Time consuming process of setting up meetings	Mandate(?) Tech Time or Outlook Calendar Application
O191	Completed work	Need a consolidated, consistent calendaring application to be used Institute-wide	Time consuming process of setting up meetings	Mandate(?) Tech Time or Outlook Calendar Application
O192	Completed work	Lack of a calendaring mechanism used by all makes scheduling meetings unnecessarily time consuming for support staff who set up meetings for their managers and individuals who set up their own meetings.	Techtime calendaring has been a great advantage for people who use it - but inevitably quite a few don't - leading to emails that I dread "please send me all your available times this week" -- often a chain of emails follows with people replying all...then a second request for available times the following week ---and you get the idea	I think we would go a long way just making it more "mandatory" for employees whose positions require them to attend meetings (ie, perhaps not groundskeepers) to use the available resource of Techtime and (somehow) create a norm that people update their calendars. You get an MIT ID number and a kerberos ID when you are hired - why not get setup for your calendar as well at the same time? Who has not scheduled a meeting with someone to find that their techtime calendar is completely blank and not reliable. The specific calendar tool is less important than having people use it. There is a need for a calendar that interfaces well with PDA's - ie, some people have PDAs with another calendar program - ie, they can't sync with techtime. Privacy concerns would have to be addressed, especially for senior officials who may not want to limit any visibility to their calendars to a select few. however, I think these issues can be worked out. I'm not sure how much money this would save MIT, but it could save a lot of time for staff, especially support staff.
O235	Completed work	W2 and Paystubs are printed and mailed.	High printing and mailing costs. Administrative overhead related to requests for copies. Information needed by employees is unnecessarily difficult and slow to obtain.	Provide it online.
O236	Completed work	Distribution of printed paystubs is neither necessary not cost effective and leaves sensitive info sitting in office mailboxes	Cost to MIT of printing and distribution; risk of sensitive info getting into the wrong hands	MIT implemented direct deposit for their pay processes in the past but never did away with the printed stubs; implement electronic paystubs

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O237	Completed work	Employees receive paystubs every week or month.	Waste of paper and delivery time.	Put all paystubs online, which make them a lot easier to find too.
O239	Completed work	Paystubs, checks for reimbursements		Send electronic verification of paychecks, plus electronic deposit of reimbursements
O29	Completed work	Too much paper creating too many paper processes	Storage, retrieval, waste, and misplaced documents	Convert all paper forms to computer based forms, example if you were completing a travel voucher for yourself the form would recognize your certificate and your Roles authorizations allowing you to upload all backup documents. After the travel voucher is submitted by you, it would be forwarded to the authorized person in your area for final approval and submission to the travel office.
O311	Completed work	Need a Travel Credit Card	Process of receiving and reporting on travel advances is unduely complicated	Establish a travel credit card program
O312	Completed work	Need a Travel Credit Card	Process of receiving and reporting on travel advances is unduely complicated	Establish a travel credit card program
O313	Completed work	Need a Travel Credit Card	Ease of use, financial savings, processing savings	Establish a travel credit card program
O314	Completed work	Need a Travel Credit Card	Time consuming, inconvenient for traveler	Allow hotel and conference registration fees to be charged to travel card
O316	Completed work	Inconsistent instructions to the DLC'S on submission of travel vouchers.	DLCS waste time submitting vouchers which are rejected. Faculty wait long periods for reimbursements.	Consistent, clear policies posted on the web site. Scanned copies of the paid vouchers should be available through SAP just like Accounts Payable documents are.
O317	Completed work	Processing Travel Vouchers	No clear ownership when DLC are looking for their travel voucher.	When they do go on a new system their should be no more checks to deposit through the Cashier's Office.
O318	Completed work	Travel advances take a lot of time to submit and require careful record keeping thus they are often forgone for personal CC payments by students, staff and faculty.	Wasted time or uncomfortable practices using personal credit car	Implement TRAVEL CARDS. Travel advances are often more work than they're worth but there are many times when travelers (especially students) can not afford registrations and hotel fees.
O319	Completed work	Travel vouchers are required for day trips & travel; voucher forms are poorly designed and overly-complicated. Often the Travel Office returns checks to travelers with a different value than was requested without explanation.	Wasted time and long waits for payments.	Move the form to the web and make it dynamic (this is MIT, right?) This way the traveler, admin assistant/fiscal officer and travel office rep would all be able to interact, ask and answer questions. Forms could be customized and saved for repeat trips and form simplification. Websites are easy to keep up to date unlike the downloaded form. This would also cut down on paperwork – many travel receipts over \$50 (the min value of a receipt needed for Travel Office records) are already digital, those that are not can be mailed with a travel office number attached once a trip has been opened in the website (no need to the paper form at all!).
O32	Completed work	Business Expense Reimbursements (incl travel). Manual, paper driven process	Delays reimbursement, increased errors due to rekeying, lack of approval from budget owner	Automation of reimbursement requests including workflow approval
O320	Completed work	Paper check reimbursements	Costly	Direct deposit
O321	Completed work	Paper travel expense vouchers	Labor intensive/paper	Signed a contract with Concur Technologies for electronic expense reporting
O322	Completed work	Diners Club Corp Card	Individual Bill/Individual Pay	Signed a contract with Bank of America - corporate bill/corporate pay
O323	Completed work	Travel must be filed for each individual even if class related travel when everyone traavelled on same itinerary	Waste of time and paper	Allow travelers to be grouped on one voucher if they are all on the same itinerary
O324	Completed work	currently we can not view the travel voucher online	delays on backup copies	to be viewable using IXOS

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O325	Completed work	No system in place to track travel documents	Travel reimbursements are delayed and sometimes lost. The only check system in place is when the expense post to the DTR or the traveler informs the DLC that he/she did not receive his/her reimbursement	Create a system to process travel advances and vouchers in a web based system that will provide a tracking mechanisms such as a requisition number. The preparer would send the materials to the requisition approver with the necessary back-up materials. Once the documents are approved the requisition cover sheet and original receipts are sent to travel to complete the transaction. Assigning a requisition number will allow DLC or travel to track down missing materials.
O326	Completed work	Travel Reimbursements are a paper-based process with no automatic error checking or electronic routing	Cumbersome process, some errors could be reduced.	Build a system that allows simply the submittal (with minimal error checking) of a request for travel reimbursement with pdf receipts attached.
O328	Completed work	People request a travel advance in order to pay for a course and expenses occurred prior to travel. This requires downloading and printing a form, filling it out, getting it signed by your manager and then submitting it to another person in the department who sends it on to the controller office.	Time consuming paper process that involves multiple people.	Application can occur online.
O329	Completed work	GE Reconciliation Process (attached). Plus the following once the portion is completed: Print out 4 agencies errors. Pull up each travelers name in SAP. Look for a trip that belongs to the airline ticket that error out. Write down the document number that coincides with the airline ticket if in SAP system. Then pull up documentation number and change the header from open to matched. Once I've gone through the file and matched everything I then delete this lines off of the table. Then there are others that error out and need to be research such as credits, odd fees etc.... Once we have figured out which trips the missing tickets belong to we then go in and match the errors up and delete them off the table.	This is one of the most time consuming projects in Payroll.	
O331	Completed work	Reconciliation of expense vouchers with account DTRs can be time consuming and difficult; airline tickets can be charged to multiple g/l accounts so that the amount on the voucher seldom matches the DTR	labor intensive; time consuming	
O44	Completed work	RFPs take an unpredictable amount of time and the forms are lousy	Wasted time or delays in payment and phone calls/emails back and forth between offices.	put the process on the web in a simple form – grant payee, Admin/FO access to the form as well as Accounts Payable. Make it clear where in the process we are at any given time (status updates when forms are approved and checks are issued)
O63	Completed work	The lack of a standard calendaring tool, makes scheduling meetings between faculty, staff, and students and obtaining room assignments and equipment an onerous and time consuming task	Takes too much time, available resources are underutilized, difficulty finding suitable locations can cause meetings to be postponed, redundant equipment (e.g., multiple projectors)	Standardized and mandated(?) calendaring tool
O82	Completed work	AA spends a lot of time looking for meeting space	time consuming	the university should have a system of open conference rooms that are open to all departments and are booked through the schedules office
O83	Completed work	Across MIT, many different space are controlled and booked by different groups with different rules, booking systems, etc. (Added to this is the complexity of who manages AV, chairs/tables, trash, and all that, in these different places).	time, aggravation, inefficient use of spaces	Develop one source for checking and booking spaces

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O84	Completed work	Finding and scheduling meeting rooms. Lack of an integrated tool to look at calendars, find conference rooms and schedule meetings is frustrating and time consuming.	Attendees are contacted to identify potential meeting times, calls are made to administrators at various locations to find a room, the meeting is scheduled via Tech Time and an email is sent. By then, everyone's schedule has changed and the selected time no longer works so the process starts over.	Have an integrated, highly functional tool that enables schedules to be checked easily, includes all MIT rooms and resources and allows anyone to schedule a room at any location
O87	Completed work	Too much time seeking rooms, checking availability, etc.	time sink	Computerized room scheduling. As a secondary measure it would allow for double-checking closer to the date of the event by either the faculty member or AA. People who now oversee this task might be deployed to other tasks. Also, it may resolve a problem with people securing rooms but not using them and then forgetting to cancel the request.
O35	Completed work	not using MIT credit card for small purchases	It takes long time to go through RFP and requisition process to make the purchase and reimbursement	Emphasize to use MIT credit card for small purchases than any other mode i.e. RFP, requisition, which same time to process and cost of printing checks
O36	Completed work	For small charges using requisition and PO process takes more time than its value	use of more human resources time	Should emphasize to use MIT credit card for small purchase. Should put amount limit on creating requisition. Below the limit must use credit card except for e-cat vendor
O43	Completed work	Request for Payments. Manual form which includes space for SSN	Delays in process due to manual processing; risk that people will actually fill in SSN because form is old and it is still list - form then retained in files	Implement electronic form and processing; update form to include only pertinent information
O12	Other	1) Mis-keying the account number (several steps where that can happen); 2) time consuming to keep checking to make sure was processed correctly	Errors and time consuming	Create an online JV/Transfer request (for non-financial types) with drop-down for the account number
I1	Other	When consultants move in there are all kinds of negative connotations that a committed MIT employee reviews. A rating/ranking on-line bank of who these people and companies would be mind boggling at best.	--- objectivity is lost, favoritism moves in.	Any department requiring an expensive consulting element should get the "ok" only through the Provost's Office.
I11	Other			Move midnight staff to the evening shift, where possible, saving in shift differential pay.
I131	Other	Abandon the cost-recovery model at MIT and subsume those entities and groups currently operating that way into the MIT operating budget. Studies have shown that self-producing is less expensive in the long run than is outsourcing production, even if said outsource locations are contained within the larger entity.		
I132	Other	(Comment) We work in an educated community and we need to be able to supply evidence that this would indeed save money. While I agree that the cost recovery model has flaws we need to be able to show how it fails. For example, if we calculate how much time it takes in overhead to manage and bill internal clients we may find extra bandwidth to help more people on campus.		
I133	Other	(Comment) Transparency on this issue would be welcome.		
I134	Other	The current 10% fee with its many exceptions has been in place for a long time while MIT's costs to administer funds and process transactions has increased.		Raise the "Fund Fee".

Source of ideas: Master List of ideas from Admin Task Force Appendix 4 and 5

IDEA #	Category	Description of the Problem	Negative Impact of the Problem	Suggestions for Improvement
1135	Other	MIT distinguishes between capital and minor equipment, and the way in which this distinction is made causes anyone who has a grant account which is charged overhead to waste their money as well as MIT's. The most obvious example is computer equipment. Computers that cost \$3000 or more are "capital (major) equipment" and are not charged overhead. Computers that cost less than \$3000 are "minor equipment" and charged overhead when applied to most grants. The prevailing overhead rate is around 68% right now. This means (approximately - I'll treat the overhead rate as 2/3 to simplify the numbers) that the marginal cost of spending a dollar on computer equipment is \$1.67 for the first \$2999, the marginal cost of spending \$3,000 dollar is negative two thousand dollars, and the marginal cost of a dollar thereafter is exactly one dollar. Put another way, it costs a professor the same amount to buy an \$1800 computer as it does to buy a \$3000 computer, so no reasonable professor would ever buy such a computer.	Even for a computer that would otherwise cost a little less than \$3000, it still makes sense for a professor to pad the price to \$3000. Every professor that I have spoken to insists that any computer that will be charged to an account which is eligible for overhead be padded to \$3000. I personally had to delay ordering a computer that will be useful for my research so that I could find a way to make it more expensive. While this policy is great for the students (we get fancier computers), it is a loss for the university.	MIT is constrained by federal rules to set a cutoff, not to exceed \$5000, above which there is no overhead, but I see no reason that MIT could not radically rethink its overhead policies, at least for computers, below the cutoff. If the marginal cost of each dollar spent were positive, then everyone would have an incentive to save money and, hence, to pay some overhead to MIT. As a very crude estimate, if the average computer purchase at MIT avoids up to \$2000 of overhead charges (which is true, and is even an underestimate if the overhead rates exceed 67%), and if a more reasonable policy could recover even \$500 of that \$2000, then MIT could increase revenues by \$100,000 for every 200 computers purchased. A change that gave MIT purchasers the option to purchase less expensive computer equipment at sensible overhead rates could easily save money on grants and bring in hundreds of thousands of dollars of additional revenue for MIT, not to mention making MIT a more attractive institution for grant agencies. For reference, the \$3000 cutoff is described in the "http://vpt2.mit.edu/sandbox/index.php/site/property/policies_procedures/policy_and_procedure_manual/2_0_coding_of_equipment_purchases" MIT Property Policy and Procedure manual, section 2.1. The most important federal rule on the matter seems to be
1139	Other	MIT community comes from the students and we don't need an administration to manage our social lives.	All this bureaucracy is a waste of time and resources. Sure, some of the events DSL organizes are nice, but when it really comes down to it they are not essential to MIT's core mission.	Eliminate "Division of Student Life" Programs
1141	Other	In recent years, MIT police and legal representatives have spent a great deal of time and resources targeting students engaged in harmless activities, many relating to innocuous (and often useful) exploration and/or utilization of campus spaces and facilities.	Clearly, there is a fundamental disconnect between the spirit of institute policies and the enforcement of those policies.	To address this issue, MIT police should focus their resources on protecting MIT from real threats rather than from its own students, and legal cases against students should be dropped except where harmful intent or gross negligence can be demonstrated.
1142	Other	It seems that graduate students produce a lot of unnecessary work because of the fact that Student Financial Services and departments don't communicate well. (Example) - this is how it works for me, and I'm told this is the case for many other graduate students as well. Every semester, SFS sends me a bill for my entire tuition. Then Course 6 sends me an e-mail saying not to worry about it. SFS starts automatically adding late fees. Course 6 sends me an e-mail saying not to worry about the late fees. Eventually, the department pays the appropriate amount of tuition and SFS cancels the late fees, but this typically happens many months later.	For most of the time, I cannot tell how much I actually owe -- that is, how much I need to pay that is not tuition that's covered by the department or phantom late fees.	If SFS would work with the departments to determine how much tuition each student needed to pay, instead of pretending that the departments don't exist and that the students they cover have to pay all their own tuition, then: SFS could send more informative (and less misleading) bills, helping the students pay in full and on time. SFS and departments could save themselves the paperwork and bureaucracy of producing late fees and then canceling them. Grad students get to retain a bit of sanity and are therefore a bit more efficient. (I don't pretend to understand why departments that cover their graduate students' tuition don't just pay on time. Probably has something to do with budget problems. Fixing that might make MIT as a whole more financially efficient, too.)
1143	Other	Since the individual graduate departments essentially admit graduate students, why do we need a Graduate Admissions Office?		

Appendix 9: Categorized list of completed work and ideas not relevant to scope

Source of ideas: Master List of ideas from Admin Task Force Appendix 4 and 5

IDEA #	Category	Description of the Problem	Negative Impact of the Problem	Suggestions for Improvement
I150	Other		For those who travel on MIT business, create MIT-wide frequent flyer programs at airlines to capture miles earned for each traveler and have them available to all MIT travelers for other institute-required travel. Also applicable to rental cars and hotels.	
I151	Other	Amount spent on meals while in travel status		We should cap the amount a traveler can spend on their meals while in travel status. Suggest a total cap for a day at \$50 - (\$10 Breakfast, \$15 Lunch, \$25 Dinner)
I152	Other	Amount spent on meals while in travel status		(Comment) There already is a cap and is based upon the city you are visting.
I159	Other	Costs of travelling.		Travel coach class.
I160	Other	Costs of travelling.		(Comment) MIT travel should always be in coach class, even if paid for by discretionary accounts (that money can be better used to pay salaries)
I161	Other	Fee of \$50/ticket.	Vendors have very little incentive to allow us to book through any method except them.	Ideally we could use Expedia or Orbitz or another site and not have to pay the \$50 or so per ticket
I162	Other	Fee of \$50/ticket.	(Comment) The Travel Collaborative charges a markup and is less inclined to get the best deals. I guess one drawback of allowing people to order by themselves and get reimbursed is that some may not know how to get the best deals (coupons, etc) and will in fact buy more than Travel Collaborative?	Perhaps there are business-ready solutions for this problem that the Administrative Task Force can look into?
I2	Other	I work for the medical department and often see many many "no shows" from patients, frequently the same people over and over; more "no shows" than showing up sometimes.		Maybe a small fee for no showing should be given ????. Just a thought !
I24	Other	I've been around MIT for over 30 years and have seen MIT go through one of these "cost cutting" periods every few years so and all I can say is "here we go again." But, I have to ask, is this periodic cost cutting really the best approach to managing administrative and academic costs? I don't think so.	MIT's budgeting process should be reviewed so that every division, department, section and individual is aligned and incentivized to meet MIT's mission. (see next column for four part suggestion). If this Idea Bank proves anything it is that MIT is full of inventive, smart people who care about this place. What we are missing are the budgetary structures to effectively harness that talent on a regular basis, every day, as our normal part of doing our jobs.	Reform MIT's Budgeting Process to Align with and Incentivize to meet MIT's mission. Use a 4-step approach: 1) conceptual - Do people understand MIT's mission? Do they understand their department's mission? Do they know how they contribute to their department? And if they know it, do they act on this knowledge? I think all of this can and should be much more explicit 2) measurement- Does MIT have procedures in place that measure how effectively the mission is being met? What about measuring each department's contribution to the mission? We are supposed to be a culture that values hard numbers but we don't have solid metrics on most things that we do. To critics who claim that what they do is qualitative and can't be measured, I can say that I can't get my car repaired without getting pestered with a survey about my experience. As Jack Welch said, if it can't be measured it can't be improved. Let's measure everything, from how happy our students, parents and alumni are to how many loans are processed and the number of hits that our web servers handle. If we measure what we do we can then challenge ourselves to do it better and cheaper each year. 3) control (and this where the budget process comes in). Managers don't have real control over their full budgets. Instead of having full budgetary authority they are hamstrung by

Appendix 9: Categorized list of completed work and ideas not relevant to scope

Source of ideas: Master List of ideas from Admin Task Force Appendix 4 and 5

IDEA #	Category	Description of the Problem	Negative Impact of the Problem	Suggestions for Improvement
125	Other	Increase in costs to administer funds.	If the costs to administer funds have increased, then what can be done to "decrease" these costs again? Rather than funneling more money away from research and academics, what was being done (or not done) many years ago that was less expensive than the current process? How can the system be pared down to the operating costs of several years ago?	In industry, "lean management" has been in vogue for years, with a resulting push for lower administrative costs. How can these strategies be applied to the processes used for managing incoming funds?
128	Other	Chipping away in all areas vs. eliminating all programs.		The senior administration should make some hard decisions and eliminate entire programs rather than expecting each unit to cut back 5% or more each of the next few years. There should be a review of all activities and programs at MIT to determine if they are indeed essential to our core mission. If not, consider eliminating the entire program. This should apply to academic areas and programs as well.
129	Other	Lack of alignment/review of a DLC's integrated program of work within the School or Division	(Doing so would) ...have a wider and more comprehensive view of the projects and programs would allow divisions to identify potential overlaps or conflicting efforts as well as helping to ensure that planned work was in alignment with the Institute's strategic goals. It would also promote the leveraging of talent at the divisional and Institute level.	Plan at the division / school level and at the Institute level, as well as DLC level.
130	Other	It's thrilling that MIT is 150 years old but we should not be celebrating in any grand fashion.	It would be in poor taste (to sponsor extravagant events) where people are being laid off after years of employment at MIT.	My suggestion is to cut back on some of the extravagant events.
132	Other	Three year budget reduction plan.	Endowments are to sustain an institution in good and bad times. Running a deficit of 25 million for a few years in order to avoid 5% cuts would seem less traumatic to the institution and marginally dangerous to a residual endowment of 7 billion. We may get away with 5% this year, but if you ask operating units for another 5% next year the disruptions and diminishment in quality of our organization will take alot longer to restore than 50 million dollars. The markets will again go up, probably by double digits within 3 years and that will add hundreds of millions to the endowment and make deficit spending in these next few years trivial in comparison.	I suggest that the call for 5% reduction in 2011 be reconsidered .
133	Other	I am not sure if I want to see all the budgets at detail level. However, MIT could place some accountability for the people entrusted with resources. One of the ways to do that is to make the decision-making process transparent. There are lots and lots of committees and teams, etc. Are the people in the committees actually make decisions on spending or budget? Do people actually have 'skin' in the game? Would people be appreciated to give up resources for the greater good of the Institute? Who makes decisions based on what criteria?	This is going to be culturally tough one for MIT to deal with but perhaps this is a good moment to consider doing things somewhat differently.	I think MIT can benefit from transparent governance process in setting priorities based on mission and vision of the Institute.

Source of ideas: Master List of ideas from Admin Task Force Appendix 4 and 5

IDEA #	Category	Description of the Problem	Negative Impact of the Problem	Suggestions for Improvement
134	Other	A lot of the ideas in the Idea Bank are great, but most aren't going to result in the massive cost savings needed (I mean, revolving doors aren't going to save \$150M).	Lack of transparency	Maybe MIT could release more detailed budget information so people could have a look and come up with ideas of cost savings and revenue enhancements. Perhaps breakdowns by department, cost object, function, etc? Or even data in a raw form that people could then take and examine? I don't mean that MIT needs to release sensitive or every little detail, like how much is spent on leaks in STATA or the income generated by the payphone in the Student Center. Just anything more specific that shows where the money comes from and where it goes.
135	Other	I think the Idea Bank is great, but maybe the program should be taken a bit further. What if there was a reward for coming up with and implementing cost savings measures? A 5% reward for the overall cost savings per year that either an idea or discovery saves the institute money should be shared with the individual or team who came up with it and implemented it.	Lack of incentive to save money.	Start incentive program for starting cost savings initiatives
136	Other	Lack of incentive to save money.		We should have teams compete to develop the best cost saving/revenue enhancing ideas. Establish a Team Competition - GetFinanciallyFit@MIT. This competition would be similar to the getfit@mit competition except that the goal would be to get financially fit, not physically fit. Teams would be self selected with no more than 8 people per team. Teams would compete over a defined period of time. The ranking system could simply be that which is used for this Ideas Bank. Teams would be ranked based on the cumulative number of stars for ideas that they submitted. This competition would not only help to identify great ideas but more importantly could result in long term behavioral change, encouraging teamwork and more consideration of the financial implications related to each individual's daily work. Like the getfit@mit competition, this competition could lead to better fitness not only in the short term but long term as well.
137	Other	Use of "Miscellaneous" as spending category.		Audit all department expenses closely and give every expense a name other than "Miscellaneous" so the Institute avoids costly mistakes, can determine if the expense was really necessary and cut costs where necessary.
138	Other	How to control costs while preserving MIT's mission.		I recommend that the Institute begin a Lean transformation project at least across all administrative services. Sloan School has a group or program called Lean Advancement Initiative (LAI), and several key Lean thought leaders are alumni, so MIT has some really deep expertise in this approach. While the Lean approach was initially applied to manufacturing operations, in the past 2 decades it has been widely applied to services, administrative functions, and industries such as health care and finance. In addition to (I think) being the most effective way of controlling costs while preserving value, MIT could continue its thought leadership in this field, which could then feed back into course offerings at Sloan or other schools/departments at MIT.

Source of ideas: Master List of ideas from Admin Task Force Appendix 4 and 5

IDEA #	Category	Description of the Problem	Negative Impact of the Problem	Suggestions for Improvement
139	Other	Unnecessary conference travel.	Why have 3 people in the same department go to the same conference? We should limit people to one conference per year. Directors should not be allowed to attend 4-5 conferences per year as they do in my department. When you total travel, cars, hotels, meals, and time x 4, it can equals 1-2 people's salaries.	The Institute should limit attendance at conferences.
144	Other	MIT does not take advantage of scale of economy for administrative support.		Instead of having dedicated admin support for each DLC, MIT can establish an administrative support services with DLC-specific resources (like 'account support'). This will provide continuity of available resources while providing some level of resource management flexibility.
145	Other	(Comment) MIT does not take advantage of scale of economy for administrative support.	When SAP was introduced to the community it was envisioned as a tool to support just this sort of clustering. Unfortunately the reorganization part didn't happen.	An argument for the SAP Enterprise System.
146	Other	While some MIT staff are continually busy (overwhelmed), for some, the work is cyclical: overburdened at certain times of year, with a slack workload at other times, and this varies from office to office and even duty to duty.	(Potential problems with creating a voluntary job bank): (1) conflict of interest between an employee's regular position/department and the office requesting work (e.g., a staff member involved in helping process tenure cases at the department level probably shouldn't do similarly at the level of Central Administration); (2) resolving pay discrepancies (e.g., if a "temp" position would normally pay less/more than what that employee normally makes); (3) resolving source of pay issues (this could probably be handled similarly to how the Institute reimburses accounts for an employee's vacation/sick time); (4) the desire on the part of some supervisors to engage in hand-to-hand combat to prevent others from "using/stealing/borrowing" "their" staff person(s). (Perhaps we could give them boffer swords, film the ensuing fight, and put it on MIT Cable.)	It might be worth exploring the feasibility of a "voluntary" "job bank" of sorts for staff, intended to put employees where they are most needed. A staff person (with supervisor permission) could, at pre-determined idle times (e.g., times when it's a given that the workload will be minimal), post that they're available, whereas a busy office that would normally need to get temps would post positions where an extra body is needed for a day or two or three. The idea is that, before resorting to a temp agency, an office could see if a staff member is already available within the Institute to help them out. Potential advantages: (1) reducing cost to temp agencies; (2) exposure of MIT staff to different departments/areas; (3) cross-training of MIT staff to provide more knowledge of both other department functions and possibly job skills.

Source of ideas: Master List of ideas from Admin Task Force Appendix 4 and 5

IDEA #	Category	Description of the Problem	Negative Impact of the Problem	Suggestions for Improvement
147	Other	Seems like 9/10 most popular ideas right now involve saving paper, which is an admirable goal, but I don't see how it will allow MIT to cut 15% of our budget in three years. Instead, I'm no expert on the minutiae of MIT's administrative system, but it seems like there's a lot MIT could do to streamline offices and programs, at no expense to the student, and save thousands of dollars in operating costs.		MIT should take a long, hard look at the various offices, programs, and committees that keep the Institute's cogs turning and see if some of them can be combined or streamlined. For instance, MIT seems to have separate offices for "Environment Health and Safety" and "Environment, Health & Safety Management Systems," "Environment, Health and Safety Policy," "Environmental Programs," "Hazard Assessment and Control Program," "Industrial Hygiene Program," and "Regulated Waste Management." Would it be too crazy to combine some of these, or all of them, under one roof? Call it the "Office of Environment Health, Safety, and Policy." At the very least, this kind of streamlined management could save costs on HR, paper, energy, infrastructure, and maintenance. Maybe we could combine the "Ombuds Office," "Office of the General Counsel," and "Technology Licensing Office" under one "Legal Policy Division"? Or "Controller and Accounting Services" and the "MIT Investment Management Company" under a broader "Finances" office? Do we need an "Institutional Research" office AND "Vice President for Research" office? Whatever you do, don't make a new "Committee for Administrative Evaluation" or "Office for Administrative Management." Use what's in place already.
148	Other	Standard process is certainly very important. Having same set of people dealing with multiple DLCs would certainly help ask questions as to why resulting in a better process. In addition, with larger pool one could naturally expect better peer support, career development/mentorship, etc. Also this will help with smaller departments as well as start-up centers.	If individual departments and MIT want to do things differently, it would naturally cost more for process to run and evolve over time.	Have same set of people deal with multiple DLC's.
149	Other	Administrative collaboration with other universities. "Yeah, I know. You've already put your fingers in your ears and started singing "MIT was MIT when Harvard was a pup." There are millions of dollars at stake here. Not every university administrative service needs a complete duplicate a few miles away. Some services are run very well by MIT and can scale up to cover Harvard's needs, on their dime. And vice versa. Administrative collaborations are already happening elsewhere on a smaller scale (Claremont University Consortium in California, Shared Services Consortium in Pennsylvania, etc.). There is no risk to MIT's unique educational mission."		Collaborate with Harvard on administrative services
150	Other	Administrative collaborations with other universities.		How about collaborating with BU and Tufts? Brown and Bacow were MIT folks.
151	Other	There are several centers across the campus with a common theme/focus.	This will only impact MIT's budget if the various centers are not independent administrative entities.	Review all the admin support that is attached to each center vs. any available benchmarks and assess if folding into a central pool for a theme (e.g. all neuroscience related research) makes sense.

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IDEA #	Category	Description of the Problem	Negative Impact of the Problem	Suggestions for Improvement
157	Other	There are thousands (airfare/train and hotel) of dollars spent per seminar to allow professors to travel to different universities (similar heavy expenses are on grad student flyouts, although there is the trade-off that the grad admits usually come with NSF or other funding).	(Benefits of.....)Video-conferencing for the department seminars would not only eliminate this very large cost, but it would also make it possible to add discussions of working papers to OCW, which would be terrific for undergrads who tend not to be aware and/or not have space to attend these events, as well as grad students/professors unable to attend due to busy schedules.	Organize with other universities to limit seminar flyouts.
158	Other	Cost of travel vs. video-conferencing		Encourage DLCs to minimize travel expenses by using video conferencing services on campus, or in creating their own space instead of spending money on travel. Have Institute sponsored funds for DLCs that do webcasting to minimize travel.
159	Other	Cost of travel vs. video-conferencing		Instead of traveling to a meeting location, try one of the many video conferencing services available (webex, ichtat, etc.)
160	Other	Cost of travel vs. video-conferencing	Video-conferencing software and equipment are sometimes difficult to set up given the variety of computers and systems, but it's great when it works.	Phone conferencing is also an option.
166	Other	All departments, labs, and centers (DLCs) engage in the definition, development and delivery of projects and programs -- that's how we get our work done. Providing some standard approaches to addressing these steps (working smarter) along with a support mechanism to get folks started and help them remain on-course, would greatly boost our ability to get this work completed as planned. Industry research (including Gartner) cite the need for solid program / project management practices to succeed during our current economic challenges.		Work Smarter -- Program/Project Management Standards and Support at the Institute Level.
167	Other	Potential lack of communication between (new) task force sub-groups and committees that have already examined the problems.		Make sure Task Force consults with committees, such as the DUE/DSL collaboration committee.
17	Other	Currently MIT is paying an arm and a leg for actuarial costs through Towers Perrin. We are essentially just paying for Towers' big building down town.	Actuarial work does not have to be so costly. Finding another qualified firm that is considerably cheaper would be a tremendous benefit to MIT, and might even be able to help stem cut backs in other departments.	The institute could save hundreds of thousands of dollars by putting those services out to bid or by choosing a different actuarial firm.
170	Other	Expense and effort related to Visiting Committees.		Go to a longer visiting committee rotation.
199	Other	Many departments host speakers and seminars, and each time I receive an email, there is a new spiffy picture, layout and font.	Graphic design is expensive.	Just pick one layout and stick with it.
O164	Other			highly beneficial to all and should always be implemented/required
O195	Other	Duplicated effort	process owners with same or similar roles in both departments and central offices can cause confusion and probably costs too much	clearly define responsibilities (central and DLC) and eliminate duplicated effort
O2	Other	Approval Process for Consultants	I understand the need to review businesses before approving them to work on campus.. The lengthy process to gain approval of individuals as consultants takes extensive time. Certain rules like requiring individuals to have "liability insurance" seems appropriate only in certain circumstances, but not for writers and copy editors. The complications of the process and insurance requirements makes it easier to have people work as a MITemp at a 20% premium to the institute.	Developep new rules to make it simpler for individuals to become consultants and investigate the need for liability insurance for all consultants such as writers and copy editors. The result may save the Institute 20% per hour in MITemps fees.
O20	Other	Too many Institute-owned vehicles	Unnecessary use of vehicles	examine alternative approaches to moving people and goods around campus

Appendix 9: Categorized list of completed work and ideas not relevant to scope

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IDEA #	Category	Description of the Problem	Negative Impact of the Problem	Suggestions for Improvement
O22	Other	Too many products from virgin materials rather than recycled sources	Less environmentally sound choice	use recycled motor oil and retread tires
O23	Other	Commissary of items.		Allocate expenses for shared items; your account gets billed a percentage per month.
O259	Other	5 days proposal submission deadline to OSP and getting approval from Deans office for not meeting the deadline put more pressure and add extra administrative work on Proposal preparer.	might lose focus on actual content of proposal and RFP requirement/Policy while going through those process	There should be some sort of system developed to get approval from Deans office for not meeting five days deadlines for PIs. So that proposal preparer don't have to worry about going to deans office and collecting approval signature.
O262	Other	5 day proposal policy. Too many people and offices involved in this process	time consuming	If OSP cannot process a proposal in the amount of time available they should turn the proposal away
O267	Other	Many MIT-supported student groups (such as Dance Troupe) see many non-MIT students taking prominent roles. Students from Wellesley, BU, and other Boston schools dance in dance troupe, attend MIT workshops and career information sessions, ride Saferide, and use Athena clusters and the libraries.	MIT students pay tuition to support the student life programs, and the MIT administration should restrict its funds to helping MIT students. Dance troupe, for example, holds auditions for dances, and has performances in Kresge during the year. MIT students often do not make the cut of for some dances because there is too much competition from students from other schools. This seems unfair, especially as Dance Troupe costumes, flyers and promotional posters/giveaways, and performances, are largely financed by MIT.	
I12	Other	USPS Mail delivery to individual buildings	Labor involved in Mail Services Staff collecting USPS mail and sorting for departmental pick-up.	Instead of using 77 Mass. Ave. as MIT's mailing address, we change over each unit to use the street address of its actual building. Postal mail marked with that address would then be delivered by the U.S. Postal Service directly to the building, where it could be sorted and delivered internally using our existing in-unit staff and procedures. This would shift some work away from MIT Mail Services to the USPS, and allow the Mail Services staff to be reduced over time by attrition. My understanding is that this would not significantly increase staff workload, at least for those units that already assign staff to pick up the mail from MIT Mail Services and distribute it internally. This idea assumes that we could work with the city to assign a valid street address to any building currently without one, e.g., Bldg 54 (which according to http://whereis.mit.edu has the address "Access via 21 Ames Street").
I13	Other	Mail Services	Often a graduate student or admin. assistant must take time away from the office for deliveries (that could be handled by a courier).	1) I would like to suggest that paper mail be delivered three days per week (Tuesday-Thursday) unless daily delivery is appropriate for a specific area of the Institute. The Monday and Friday mail seems quite light and Mail Services employees might be deployed to other tasks at hand at the Institute. With email and internet services job reference letters, admissions material and a variety of other correspondence come to us electronically. 2) A courier service might be considered as we have routine connections with many location universities and hospitals.
I14	Other	MIT-wide mailings.		If an MIT-wide mailing is necessary (as opposed to emailing everyone, which would save paper), don't put an address label on each with the individual's name and address. Just deliver the correct number of flyers to each mail stop. Saves printing the labels, and sorting each piece into the correct mailbox.

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IDEA #	Category	Description of the Problem	Negative Impact of the Problem	Suggestions for Improvement
I16	Other	Several institutions in the Boston area own buildings for keeping their own property or collections then outsource space for earned revenue. What percentage of Metropolitan Warehouse and Storage derive from MIT?		Should MIT own and manage it owns storage facilities?
I17	Other	Administrative groups and individuals are spread across the Institute.		Could we create a building or space for most of the administrative groups? That would include everyone except Teaching & Research staff. That will create better coordination among people involved in administrative processes. Of course, people that are responsible for working directly with Faculty and Researchers need to be close to client base.
I18	Other	MIT is spread all over. Some owned /some leased to others/ some leased from others. Set goals and benchmarks to reduce space we presently rent/ evaluate cost of breaking each lease or possibility of subleasing. (See next column for a variety of suggestions)	(Suggestions for improvement) Increase number of MIT Telecommuters and create more hoteling space and lockers. Encourage flex time and job sharing. Experiment with Second and Third shifts that could use same space -both in spaces we own and spaces we rent. Take advantage of technology to do our daily business both onsite and offsite / webcams/ video conferences/ teleconferences -Evening classes to generate additional revenue and accommodate students that may need a day job to survive. Use any MIT owned space that has been freed up to house MIT presently in the rented properties. Creative consolidation and redesigning space to multi function or easily transformable - at start Identify rooms and space often that sits idle or empty. Underground - expand? re-purpose? -Rooftops - what else can they be? gardens? windmills? solar panels? fair weather meeting space? Clean out to create space...basements, closets and storerooms.Look outdoors....start with Parking lots:-Create a telecommuters parking lot with shuttle service. -Free up MIT parking lot and rent to a neighboring business or lease it to the town of Cambridge for a public lot. Enforce parking rules/ - compacts in compact spaces/ parking between the lines/ ticket and tow if not MIT or visitor.	Renegotiate ALL real estate leases between now and 2010 - go up if we Use the space we own over and over again. Think 24 hours, shifts, evenings, virtual, etc. Think cosy/ think shared! (See previous column for additional suggestions.)
I19	Other	T-passes are handed out over the course of a few days at the beginning of each month.		Mail to MIT or Cambridge addresses
I20	Other	T-passes are handed out over the course of a few days at the beginning of each month.		(Comment) It will all be moot once the MBTA starts accepting Charlie Cards on the Commuter Rail. Then there won't be a need for monthly pickup. }
I21	Other	T-passes are handed out over the course of a few days at the beginning of each month.	(Comment) If we did this, I suspect there would be postings here suggesting we drop the expensive mailing and have folks pick up their passes themselves.	
I22	Other	T-passes are handed out over the course of a few days at the beginning of each month.	(Comment) I've long thought it would be a good idea to mail passes to campus addresses. This would require a secure MIT mail service, though, an additional expense.	

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IDEA #	Category	Description of the Problem	Negative Impact of the Problem	Suggestions for Improvement
I26	Other	Align beneficiary and payor closely and simplify financial transactions	I think we spend quite a bit of time and energy dealing with charge-backs, overhead computation, fund transfers, etc. If we can align who get the benefits and who pays as closely as possible, we can perhaps reduce internal financial transactions. Also if we have a clear sense as to what things costs (transparency) and why we need something, we can better prioritize where to spend limited resources more effectively. 'Free rider' problem would be also minimized.	(Note: not clear if suggestion relates to all financial transactions or only those related to employee benefits)
I27	Other	(Do the Right Work -- Managing MIT's Portfolio of Projects) Great Idea--- Let's Ditch CMS!!! Oh wait, we already did.	Even if the department stays open, the \$3 million per year the department contributed to the Institute through it's own independent resources will not be available. Good luck with eliminating phone books and using thermostats to save three million bucks.	
ADD	Other	I know one thing that gets bantered around a lot is finding an easier solution to blue labor cards – if there was any way to computerize that.		
I40	Other	Low returns on Fidelity Retirement Fund.	Knowing that many staff are having MIT match their Fidelity retirement fund - it seems both staff and institution are taking a loss on their return during this economic slump.	Perhaps MIT could put matched funds into an employee MIT Credit Union account until this stock market loss turns around.
I41	Other	Travel time to medical/dental care off campus.	I think the resources are pretty maxed out but it's also possible to increase utilization rate of personnel and fixed costs.	Allow access to MIT Medical facilities/doctors, people with plans other than MIT Medical Health Plan.
I42	Other	Self insurance on medical/prescription and dental	Is MIT big enough to self insure for medical/prescription coverage and dental coverage? One of the companies I used to work for had this and the company and employees benefited from it based on reduced overall cost and efficiencies in the processing costs.	if we are not big enough, perhaps we 'team up' with Harvard and MGH?
I43	Other	Self insurance on medical/prescription and dental	(Comment) MIT DOES self-insure for medical/prescription coverage, they just pay organizations to administer the plans.	
I55	Other	"Respectfully, have you called an outsourced helpdesk lately? I'm a student who works at MIT's helpdesk... and I promise, the treatment I've gotten when I have had to call "outsourced" tech support is not stuff I'd get away with at work here at the MIT helpdesk... plus being from MIT we understand the systems used here better and we work a lot harder to help fellow MIT people than random outsourced workers would."		

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IDEA #	Category	Description of the Problem	Negative Impact of the Problem	Suggestions for Improvement
161	Other	Minimal benefits exist related to use of the MIT Alumni ID card	Alums find the Alumni MIT ID card a useful memento, and the ID Card office is willing, with proper identification, to issue one on email request as well as in person, though email request is not publicized.	Why not make this a fundraising tool?-- provide a much wider group of services and suppliers internationally who, on presentation of an MIT Alumni ID card number or the showing of the card in person, will offer both a discount to MIT alumni and also a contribution to the Alumni Association. Alumni who are in key executive positions at potential participating firms might be particularly receptive to this idea. One could also copy the exchange policies of many of the best private clubs--in this case for an annual fee the card would permit access to partner alumni association facilities such as the Harvard Clubs, etc. If there are MIT alumni in leadership positions at airlines, perhaps airline lounge access could also be provided as a benefit of contributions to the Alumni Association. In this time of economic slowdown and recession, there is a wide variety of benefits that could be added to the Alumni ID as a fundraising device either for an additional annual fee, or for various contribution levels, along the lines of those benefits offered by public television stations that are tied to contribution levels. MIT already has an institutional discount arrangement with AT&T Mobile. Similar arrangements could be entered into with national ISPs such as Time-Warner Cable, AT&T itself, etc. for internet services. Yet another addition to <u>make the card itself more useful might be</u>
162	Other	Can not post comments to Idea Bank anonymously	Lack of confidentiality	Please make it so that comments can be posted anonymously.
163	Other	Can not post comments to Idea Bank anonymously	(Comment) Going wholly anonymous with suggestions and comments is not a good idea. If you can't stand behind your idea or comment with your name, you probably shouldn't be making it. Anonymously posted ideas and comments will likely lack the same considered thought process than those where the writer must attach their name. It also seems detrimental to community spirit; it would be nice to know which of our colleagues may have had an idea that we can chat them up about when we see them.	
164	Other	MIT Idea Bank Response Notifications		Provide a way for users to receive notifications of Idea Bank post responses easily via email, web hook, or other means. This will keep users engaged in the site and will improve community involvement, idea generation, discussion, and response rate. Clearly, a significant amount of effort has already been put into the MIT Idea Bank (and it's really cool!). It would be a shame for it to wither and die. The stickier <u>the site, the better.</u>

Source of ideas: Master List of ideas from Admin Task Force Appendix 4 and 5

IDEA #	Category	Description of the Problem	Negative Impact of the Problem	Suggestions for Improvement
165	Other	MIT Idea Bank Response Notifications	(Comment) Clearly not everyone thinks this would be a useful feature for this site. Why is that? If you're tempted to vote this down, could you leave a comment explaining why this would not be a Good Thing? Perhaps you think it's an OK idea but won't have much impact? Software cost is very small compared to procedural or hardware costs. Clearly time and money have gone into the Idea Bank. This feature would cost maybe \$300 total in programmer time and would multiply the utility several times over (for those who use the feature). If you're posting with certificates (comments or ideas), your username and email address are already known from the SSL certificate. How is this bad?	
168	Other	I found a stash of old library copy cards; surely I'm not the first to make such a discovery! They are no longer valid and technically it's past the point that they can be converted to Tech Cash (for Copy/Print Only). I don't know how much remains on any of these cards but it won't be more than a few dollars.		Let me donate the cards, and let the equivalent funds be put into some kind of (admittedly small-scale) slush fund or funds at MIT. This is not an idea to save money at the MIT level, but a way to share what we have at a human scale. MIT is right to look for ways to cut costs and streamline operations, but we should all look for ways to help others, in a way that we can as individuals.
169	Other			(Comment) Unfortunately, the old cards can no longer be read. However, we are recycling the cards, please send them to: Document Services, 14-0551, or contact docs@mit.edu
171	Other	I saw posters in the Med Center that said "Greening MIT" with a picture of the tree. These posters had "nothing else" on them. This is a waste of paper. If people want to get their brand out to the Institute, they should make sure the posters are at least useful - include a URL, a fact, a policy or some other useful information as well. Otherwise, don't waste the paper just to get your name out.		Posters should be useful, "Branding" posters should be eliminated
O107	Other	The institute financial reporting system makes it very difficult to see the departmental budget comprehensively, in an "income statement" view. There is also no system to track departmental obligations, so that we don't have a "balance sheet."	Takes my administrative officer a week to translate institute financial reports into a form that tracks "income" (GIB, endowment, other sources of funding for the departmental program) and expenses. A consequence is that we never have a clear view of our obligations and income. That makes planning with any precision nearly impossible. As a consequence, we risk either over-spending or under-spending; the former is fiscally irresponsible and unsustainable, the latter tends us toward conservatism.	Sponsor an effort to create the functionality --- or train the administrative officers to take advantage of SAP functionality that they clearly don't know exists --- we would be better managers of the coming fiscal storm.
O123	Other	Crosby FSA. Hard to get faxes through on benefits		Set up VOIP faxing capabilities
O128	Other	Information about the status of your retirements benefits is extremely limited and hard to find.	Employees cannot get a true picture of their ability to retire, so they stay put.	Put all information online so it's easily accessible: amount of gross retirement/pension payments, 401(k), deductions for health insurance
O130	Other	If assistance is needed, we are no longer able to contact a person in central administration for assistance; previously, contacts' names were listed for each area of central administration;	causes delays in completing routine tasks; e-mail messages are not always responded to in a timely manner, or are completely ignored; issues cannot be resolved quickly; there is no "ownership" of processes by central administration, as there had been in the past	Create liaisons for each department in CAO, Travel, Procurement, who can be contacted directly by telephone to resolve issues that arise
O135	Other	Faculty meeting time could be saved by voting electronically. The hand counting of votes for the GIR change must have taken at least 20 min times 210 faculty equals 70 hours of faculty time.		
O136	Other	Elaborate process for promotion to Associate w/o Tenure	uses a lot of faculty time	Substitute a scaled back review for the current AWOT promotion process

Appendix 9: Categorized list of completed work and ideas not relevant to scope

Source of ideas: Master List of ideas from Admin Task Force Appendix 4 and 5

IDEA #	Category	Description of the Problem	Negative Impact of the Problem	Suggestions for Improvement
O138	Other	Lack of a centralized (MIT-wide) electronic application process	Save time at the department level	
O139	Other	Each department designs its own software/forms, etc. for managing these processes	wastes time with unnecessary duplication of effort	provide powerful, easy to use IT solutions with central support (TechTime cited as a model as well as Stellar for course administration); model these processes using a powerful language such as OPM, UML or SysML and distill the key functional requirements and process flow steps to streamline what we are doing; also need to offer options for customization of these web services
O140	Other	Combine similar administrative processes across different departments		
O141	Other	Job sharing /part-time for retirees		This option might make retirement more appealing to people who would like to stay part-time because they feel like they can't afford to retire completely.
O142	Other	Appropriate staffing levels in DLC's HQ's operations. Appropriate staffing of headquarters operations. Each department designs its own.	unnecessary duplication of effort; failure to share best practices	provide departments with guidelines on staffing levels
O143	Other	My impression (and it is only that) is that EAPS is down to a bare-bones administrative staff who work very hard at their jobs; I am not sure how much more can be done. But it is hard to judge without any comparison data...how do we look relative to, e.g., physics?		
O144	Other	I have been under the impression for some time that the MIT administrative staff is bloated. A few years ago, I counted 27 vice presidents. Not sure how many of these are faculty volunteers versus professional staff. Again, it would be nice to see some data.		
O145	Other	Prior to coming to MIT, I worked for Boston College for several years and they closed at 3 pm on the Friday before Memorial Day & Labor Day. I always viewed this as a benefit and not as a cost savings measure which it was as well. It was terrific to get a jump start on the weekend, possibly beat the traffic to the Cape or Maine. Possibly, if it is a financial hardship for some people they could use their accrued vacation time.	morale	1. Closing the Institute on Fridays at 3:00 p.m. between Memorial Day and Labor Day.
O148	Other	Requiring staff to review job changes within IS&T with their current managers. It is uniquely an IS&T requirement that staff seeking to change jobs within the department are required to consult with their managers. Managers in theory would be provided an opportunity to discuss any concerns about the present job, and potentially to remediate difficulties.	-Staff are intimidated about applying for jobs within IS&T. Some talented people would rather leave MIT than approach their managers. This creates an opportunity for employee (and hiring manager) intimidation.	Eliminate this requirement immediately
O150	Other	Off-cycle wage adjustments. Obtaining an exception to the off-cycle adjustment policy is difficult	Because there is little flexibility the process to obtain approval for a request can cost much more than the request itself.	Use common sense. Trust directors to make exceptions when it makes sense.
O151	Other	Vacation balance limit is low	hard to hang on to vacation when working under time pressure (capital projects, for example)	increase number of vacation days that can be carried
O152	Other	Severance pay for SRS staff with poor performance. If a PI lets go of a researcher due to poor performance, etc but offers a "severance" package to assuage the researcher, this money must then come from either the DH or the PI to pay for the severance time where he/she is not performing research but must get paid.	Impact to the DH and/or PI can be severe and the decision to quickly let someone go is for the benefit of the Institute.	Develop an Institute funding pool for those employees who are let go under less-than-ideal circumstances.
O153	Other	Lack of sufficient candidate screening by HR	Difficult to hire staff. Lack of sufficient candidate screening by HR	Better communication, quicker response to questions

Appendix 9: Categorized list of completed work and ideas not relevant to scope

Source of ideas: Master List of ideas from Admin Task Force Appendix 4 and 5

IDEA #	Category	Description of the Problem	Negative Impact of the Problem	Suggestions for Improvement
O165	Other	Admin staff process is largely based on the honor system, vacation tracker is useful. In my experience SRS staff are more lax in reporting. As such, it is difficult to do accurate projections.	I am sure most staff are quite diligent in keeping track of their vacation balances but I can imagine that there can also be may some "unintentional forgetfulness" when the final reporting of days to be paid is done.	Require written submission and certification of the vacation, perhaps especially since with budget cuts we'll be laying people off
O177	Other	One-size-fits-all desktop and notebook computers	Units may have much more capacity than users need	Investigate possibility of simpler hardware/software combinations to meet basic needs, reduce support needs and possibly save money
O185	Other	Open Resource		Push to open source: I don't know too much about our software acquisition/licensing processes, but this is a place where probably a few \$100K here and there are funneled into products that are in fact equivalent or even inferior to their free brethren. The problem here would be cultural: getting people to migrate.
O186	Other	Our culture values choice but there are expensive ramifications of trying to be everything to all people.		Operating systems, hardware, phones, browsers,
O187	Other	VOIP Phone software is annoying	too many steps needed to accomplish simple tasks such as retrieving messages	
O194	Other	A lot of students do not understand why OCW is so expensive. Why does it cost tens of thousands of dollars to make an OCW page for a course? Is this necessary? It seems unnecessary that MIT should be spending so much money to maintain OCW.	High schools and universities around the world can freely access OCW. If it is costing MIT so much money, it is unfair that other schools should be able to access OCW and profit off of it at no cost.	Many students would gladly donate notes, psets, and practice problems to an online course help website (as evidenced by students' public webpages, on which they post materials from all of their courses). Students and teachers/professors at other schools/universities should pay a subscription free for unlimited access to OCW.
O196	Other	Lack of support to improve SAP PM	Increased staff time and procurement costs due to long wait for implementation of business process changes	consistent support for logistics projects such as expanded inventory consolidation processes (like air filters)
O199	Other	Many individual departments designing, building and maintains their own web site.	Each departments is paying for the same thing twice with each area experiencing a steep learning curve on all phases of process. Problem is compounded by departments pursuing the use of outside contractors or vendors.	If IS&T could provide and maintain a web package that all admin units utilize it would decrease the time and dollars spent at the local level. Could use a community (content) management system that would allow the sites to be updated by lay people, instead of contractors or vendors
O204	Other	MIT might be able to make money by advertising. Representatives from Test prep courses, such as Kaplan and the Princeton Review, are often seen poster in the Infinite. For example, the Senior Class Council typically organizes the Fall Career Fair. They make around \$200,000 by allowing company representatives to advertise and to try to attract students. The Senior Class is then allowed to use this money for class events throughout the year. Maybe there are more events like this that MIT could use to profit.		MIT should think about charging such advertisements, and maybe MIT could even make money by having a session for various representatives to come to MIT and promote their programs.
O205	Other	I think most things are acceptable, some could be improved, but I am relatively new as a faculty member so I don't know what to expect. Mostly I have just adapted to what exists.		
O207	Other	Definition and consistent application of a single project management methodology to enable organizational project planning does not exist.	Many plans, estimates, and detailed schedules exist, none can be combined into a master plan.	Create and enforce one project management methodology; create review roles and procedures; offer assistance to persons who have been assigned project lead / manager roles.
O224	Other	Screen layout is cumbersome and difficult to use. Must scroll through multiple buildings just to find your building instead of having a search ability.	What should take 2 minutes takes 20 minutes.	Update system.

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IDEA #	Category	Description of the Problem	Negative Impact of the Problem	Suggestions for Improvement
O268	Other	There are hundreds of student groups at MIT, and all of them are financed by MIT. Most of these groups hold information sessions and advertising campaigns, during which they have free giveaways and clearly spend a lot of money on feeding people. This seems unnecessary – if students are really interested in the club or activity, they will attend the event. Groups from SUMA and AMSA and Multicultural Unity, to Class Councils and the UA, could easily function just as efficiently with a decrease in budget. Also, many of these groups, such as the UA, go on expensive retreats to learn about leadership and bond. Given all of the time spent together in meetings, retreats seem a bit excessive.	Waste of money	MIT should require that each student group submit a budget plan for the year. This would make students think more efficiently and effectively about how much, and how to, spend their allowances. A budget would also have to be deemed appropriate, and maybe this would cutback on the frivolous spending sprees.
O269	Other	At almost every workshop, activity, promotion, lecture, or booth, there is always food, T-shirts, pins, pens, or booklets. While students love all things free, these are really unnecessary. Perhaps MIT could do away with so much free food and knick-knacks – whether it's just in Lobby 10, at an event, or during CPW, the overwhelming amount of free souvenirs is excessive.	Waste of money	
O270	Other	There are many people at MIT employed to "monitor" students. Dorms have graduate student advisers, dorm heads, professors living in dorms to serve as advisers, as well as "House Masters." The reality is, however, students do not make use of all of these sorts of "support networks." Students talk with each other, and they seek advice from graduate students. The many others living in dorms, supposedly to watch and help students, really just occupy a free room at no charge while being paid. Their presence has minimal effect on alcohol in dorms, the number of unhappy or troubled students, and the number of accidents that happen. It seems this system of "residential advisers" lacks substance.	The reality is, however, students do not make use of all of these sorts of "support networks." Students talk with each other, and they seek advice from graduate students. The many others living in dorms, supposedly to watch and help students, really just occupy a free room at no charge while being paid. Their presence has minimal effect on alcohol in dorms, the number of unhappy or troubled students, and the number of accidents that happen. It seems this system of "residential advisers" lacks substance.	
O271	Other	System is antiquated. Students get different numbers assigned depending on the room that they are in.	Costly system that only gets minimal use (10%). Most people use cell phones.	VOIP. Eliminate.
O3	Other	ECAT, Credit Card and Pos under \$25K create some risk	spending authorization and terms & conditions are more difficult to track and enforce with automated purchasing procedures	
O33	Other	Petty Cash process is more difficult than in the past	time consuming for staff processing small-dollar reimbursements	If cash service is going away, need better replacement tools
O64	Other	I see the same lawn re-seeded many times per year. New seed would go down only for the tents to be erected a day later.	Wasted money and time	People holding the events pay for the lawn maintenance.
O65	Other	Infrastructure is old and forces us to be reactive to building problems.	Being reactive costs more ultimately and forces work to become emergent as opposed to planned.	Start systematic program of renewing housing buildings.
O66	Other	Contracting Elevator Services. Vendor does not have ownership of elevators.	Poor quality of service, many breakdowns.	Perform services in house.
O67	Other	Outsourcing Trades in Housing. Most electrical and plumbing work in house is out sourced.	Higher price paid than if services were performed in house.	Perform services in house.
O68	Other	MIT's buildings are constantly in a state of repair. Whether it is building 66, the area around the building 4's 1 st to 2 nd floor stairwell, or East Campus.	MIT appears to be pouring money into building renovations and pipeline repairs.	Perhaps MIT should consider simply rebuilding some of the more run-down buildings, as to put an end to the endless payments for renovations.
O69	Other	Not enough parking allocations	Some departments have more parking allocations than required and others do not have enough parking allocations	Create a pool of free parking allocations that anyone can take on a yearly basis as required. The space can be returned at any time it is no longer required.
O70	Other	Parking/T-Pass Office. Must go to pick up some types of transit cards	inconvenient	Remotely load monthly pass information on reusable pass

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IDEA #	Category	Description of the Problem	Negative Impact of the Problem	Suggestions for Improvement
O75	Other	Not easy to get extra recycling receptacles & pick-ups for events	Waste that could be recycled gets treated as rubbish	Make the process for ordering recycling bins and pick-ups as easy as the extra rubbish pick-ups for events or perhaps tie the two together -- always provide recycling as well as rubbish bins & pick up for events
O79	Other	Requesting Services. Response time has greatly improved with the creation of the Repair and Maintenance DSL Zone. Per hour cost is high. Would like to get even more work done.	Cost and amount of work completed.	More people
O80	Other	Facilities Requests. Housing aims for same day response to student requests, but Facilities must prioritize over campus needs.	Often use outside vendors.	Hire more trades people.
O81	Other	Response to Facilities Request. Response time is too long. Expectations are for same day service.	Too expensive and not quick enough. Facilities charges 4 hour minimum which is more expensive than outsourcing.	
O88	Other		Most students use Saferide to go out to restaurants and fraternities and sororities on Friday and Saturday nights. During the week, those living off campus use Saferide to commute to and from school. On Sundays, there is less traveling, and the few students that do make use of Saferide could use an alternative mode of transportation.	Eliminate or limit Saferide and Tech Shuttle hours on Sunday.
O89	Other	Difficult for departments to plan and allocate space and other shared aspects of research needs across the department	impede faculty research	provide departments with their proportional share of overhead or permit departments to charge an allocation fee like centers and labs
O54	Other	I don't really know what 'administrative processes' are but I wonder if we couldn't do some significant energy savings. For example, I think that the Green building would still be quite comfortable a degree or two cooler in the winter and warmer in the summer.		
O56	Other	waste of energy, low level of awareness		include an energy audit with any institute audit of a DLC - with a published score to the rest of the school on how we're doing
O286	Other	paper based process	time and aggravation, expense	scanning
O115	Other	Letters for Faculty Tenure and Promotion to Full Professor. HRIS prints these letters for the President's Office. The President's Office produces a pdf file from their database and emails it to HRIS. HRIS re-types the information and produces letters on President's letterhead using a mail merge. HRIS hand-delivers letters to Pres. Office. If President is away, HRIS must re-create letters with different date, reprint, and hand deliver again.	Effort is wasted and the process takes longer than necessary. The hand-offs and re-typing create the risk of inaccuracies. Lack of coordination with the President's schedule leads to delays. HRIS adds no value to the process.	Enhance the Filemaker database used by the President's Office so that properly formatted letters can be printed directly from the database in the President's Office. This would take little more time than producing the pdf does currently, and the date would be appropriate.
O182	Other	Outlook, webmail, palm pilot. Outlook can delete meetings, duplicates in synching, webmail doesn't remember email addresses and no built in way to look up email addresses	Duplicate meetings on calendars create confusion; no addresses in webmail mean extra time is needed to enter email addresses	Use suitable synching tool to avoid the duplications; enable outlook address books to be uploaded to webmail.

Appendix 9: Categorized list of completed work and ideas not relevant to scope

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IDEA #	Category	Description of the Problem	Negative Impact of the Problem	Suggestions for Improvement
O183	Other	<p>The daptiv tool is used in IS&T for resource planning and time tracking. To facilitate this, all projects must be set up in daptiv and tasks set up with dates that indicate the launch of the project. The accuracy of these dates is critical since the information is shared with Senior Management. Within the task creation/update function, daptiv has some calculation of dates based on holidays and weekends. However, it is random and is not consistent between tasks. For example, if there is a task that is scheduled to end on 12/1 and I enter that date, daptiv will probably change the date to be 12/9 because of holidays. There is no way to cleanly correct this aside from guessing what date should be put in. For example, it may work to put in 11/25 and have daptiv set the task date to 12/1. To make it even more cumbersome, the daptiv processing isn't consistent even within that criteria. I have had many instances where I got a date to work correctly for one task only to go to the next task, do the exact same thing and have daptiv calculate a different date.</p>	<p>With this situation, it is not unusual for me to have to "play" with each task date 2-5 times to get it correct. This is a cumbersome process that should be very straight forward and takes more time than needed to accurately show the task dates.</p>	<p>Daptiv should be modified to make it easier to enter these dates. If that can't be done, we should assess the use of this tool.</p>