

Office of the Executive Vice President and Treasurer

The Office of the Executive Vice President and Treasurer (EVPT) is dedicated to enabling MIT's future by ensuring that the Institute can attract and retain the best people; provide places for future life and learning, research, and service; protect its long-term future through sound planning and financial resiliency; and depend on a modern and secure technology infrastructure.

The areas under the EVPT umbrella include the Audit Division; the Environment, Health, and Safety Office; the Department of Facilities (Campus Construction, Campus Services, Maintenance and Utilities); the Human Resources Department; Information Systems and Technology; MIT Medical; the MIT Police; and the Offices of Campus Planning, Government and Community Relations (OGCR), Major Agreements, Sustainability, the Recording Secretary, Treasury and Planning, and the Vice President for Finance.

Remembering Officer Sean Collier

On April 29, 2015, MIT unveiled the memorial to MIT police officer Sean Collier, designed by Professor Meejin Yoon in collaboration with Professor John Ochsendorf. Intended as a place of remembrance and reflection, in a shape akin to an open hand, the memorial reflects the connectedness of our community and epitomizes the highest expression of our MIT motto *mens et manus* (mind and hand). While we will always remember, we move forward as a stronger community – connected, committed, and hopeful about our future.

Enhancing Community Experiences

Working across boundaries, we aspire to innovate and to create integrated online and in-person experiences, integrated systems, sustainable practices, simplified processes, and satisfying interactions for MIT's faculty, students, and staff. We are committed to working with colleagues across the Institute toward a vision of one administration working seamlessly across all administrative units and connecting closely with administrators within the Institute's schools and interdisciplinary research laboratories.

Over the past year, we have advanced planning for the Atlas Service Center. In September 2013, MIT launched Atlas as a single online gateway for administrative systems. The goal was to create an online service nexus with systems, tools, information, and resources that are easy to find and are all in one place. Atlas aligns service delivery in a one-stop-shop experience. The service center, slated to open in the spring of 2017, will complement the systems, services, and resources available through Atlas with a physical space that brings together the multitude of services for which community members can obtain in-person guidance. We strive to provide service that excels at every level: exceptional online services, responsive assistance on demand, and satisfying face-to-face interactions.

This year we also launched an effort to transform the buying experience at MIT. The buy-to-pay initiative will result in an end-to-end reinvention of procurement for the MIT community with a new, fully integrated suite of buying and paying solutions. The first phase of the project will go live in spring 2016 with a replacement system for creating purchase orders for external vendors and a new and expanded electronic catalog. This comprehensive restructuring of the buy-to-pay process will result in a more intuitive, streamlined, and user-friendly process for the vast majority of procurement activities at MIT.

Advancing Educational Innovation

The Institute-wide Task Force on the Future of MIT Education released its final report on August 4, 2014, presenting 16 recommendations that lay the groundwork for MIT to envision and achieve its future educational mission. MIT has historic opportunities to extend its impact to the world and lower barriers to access while enhancing the residential experience with bold experiments, transformed pedagogy, and online educational tools. MIT continues to explore opportunities to enhance the residential experience with blended learning models and online educational materials while reaching more learners worldwide. The report restated MIT's commitment to making a rich educational experience affordable and to providing those who are admitted with the aid needed to complete their MIT degrees.

Campus Planning and Renewal

The Institute has continued to advance plans to revitalize Kendall Square and the east campus, with planning for initial buildings now in the design phase. In the summer of 2015, MIT filed project review and planned unit development special permit applications with the Cambridge Planning Board, which is a key step forward in realizing an exciting future for Kendall Square. Plans for initial development incorporate housing and childcare, connected open spaces, innovation space, retail and commercial space, and a new location for the MIT Museum.

MIT has also initiated a formal planning process for the west and northwest areas of the campus. The intent is to create a long-range development framework that will accommodate future academic and residential uses on the MIT campus west of Massachusetts Avenue and complement east campus design efforts and the ongoing renewal of the main campus. Provision of additional graduate student housing and renewal of undergraduate housing are critical elements of the campus plan.

Utility work has been completed and site preparation is ongoing for MIT.nano. Building construction will soon begin and proceed through 2017, with occupancy commencing in 2018. The new facility, to be located on the site of recently demolished Building 12, will provide advanced fabrication tools and materials processing capabilities for the Institute's nanotechnology, materials, and engineering systems research programs.

In addition to this new construction, a number of major renovation projects are now in progress. The Institute has embarked upon a period of accelerated capital renewal, and FY2015 was the first year in recent decades that the deferred maintenance backlog did not grow.

The original Sloan Building (E52) is undergoing a complete renovation to provide high-quality space for the Department of Economics, administrative offices for the Sloan School of Management, and an expanded conference center. In addition, the comprehensive renovation of Building 2 is nearing completion. Programmatic space is being increased in that building, home to the Department of Mathematics and portions of the Department of Chemistry, with the addition of a partial top floor. Building 66 is undergoing a multi-phased renovation for the Department of Chemical Engineering, and the renovation of Building 31 is now in the design phase. Currently occupied by the Department of Aeronautics and Astronautics and the Department of Mechanical Engineering, the building supports the activities of approximately 150 faculty, students, and researchers. A substantial restoration of Kresge Auditorium is under way to revitalize this well-loved and active gathering space, and the MIT Chapel restoration was recently completed, with stained glass walls repaired and the roof replaced.

Campus Sustainability

The Campus Sustainability Task Force began its work this year under the auspices of the Campus Sustainability Steering Committee; the aim is to shape the vision and plan of action for campus sustainability at MIT. The task force, working with the Office of Sustainability, provides a forum to share the campus sustainability perspectives of the MIT Energy Initiative, the MIT Environmental Initiative, and the Committee on the MIT Climate Change Conversation. Its membership works to engage the MIT community—faculty, students, and staff from across the schools and interdisciplinary laboratories—in campus sustainability efforts.

Organizational Changes and Key Hires

During this past year, there were a number of key hires and organizational changes. The Office of Government and Community Relations, led by co-directors Sarah Gallop and Paul Parravano, began reporting to EVPT in March 2015. OGCR serves the Institute by fostering MIT's relationships with city, state, and federal agencies; elected officials; civic leaders; and representatives of community-based organizations. In addition, the Office of the Recording Secretary, led by Elizabeth (Beth) Ogar, executive director of gift administration and recording secretary, began reporting to EVPT effective July 1, 2015. The Office of the Recording Secretary receives gifts on behalf of the Institute and provides expertise and consultation on gift policies and procedures. These organizational changes offer opportunities to further enhance collaborations among members of the EVPT senior management team. Finally, the Office of Treasury and Planning, led by Allen Marcum, director of treasury and planning, has been elevated to directly report to EVPT.

Glen Shor joined MIT as vice president for finance in January 2015. Previously secretary of administration and finance for the Commonwealth of Massachusetts, Glen brings exceptional financial, operational, and leadership skills to the position. He replaced Michael Howard, who stepped down as vice president for finance in June 2014.

Lorraine A. Goffe-Rush joined MIT in February 2015 as vice president for human resources. Lorraine came to MIT from Washington University in St. Louis, where she was vice chancellor for human resources. Lorraine brings a deep understanding of

the university environment, organization, and community and broad and progressive human resources experience to the position. She replaced Alison Alden, who retired as vice president for human resources effective March 1, 2014.

Dennis J. Swinford joined MIT as director of campus planning effective February 2, 2015, bringing more than 20 years of planning experience in the public and private sectors to this role. Most recently, he served as director of campus planning at the University of Massachusetts Amherst. As director of campus planning, Dennis is responsible for guiding the long-range planning for MIT's campus environment and its facilities in support of the Institute's overall mission of research and education. The Office of Campus Planning has been elevated to directly report to EVPT.

In June 2015, Robin Lemp joined the EVPT senior management team as director of the Office of Major Agreements (OMA). Most recently executive director of the MIT Skoltech Initiative, Robin brings 12 years of MIT experience to the position. As OMA director, Robin is responsible for providing strategic guidance and services related to developing and administering new international partnerships and programs. He filled the position vacated by James Morgan, who retired after 18 years of outstanding service to the Institute on May 7, 2014.

Finally, Dr. William Kettyle announced his desire to step down from his position as medical director of MIT Medical following 22 years of exceptional service to the Institute. Dr. Kettyle came to MIT as an internist and endocrinologist in 1993, became associate medical director in 1995, and was named medical director five years later. A search is now ongoing for an individual to fill this critical role.

The EVPT leadership team remains committed to advancing administrative excellence and to working together seamlessly as one administration to balance the needs of today with the Institute's evolving needs of the future.

Israel Ruiz
Executive Vice President and Treasurer