

## Executive Vice President and Treasurer

The Office of the Executive Vice President and Treasurer (EVPT) remains committed to advancing administrative excellence, and to working together as one administration to balance the needs of today with the Institute's evolving needs of the future. We aspire to innovate and to create seamless virtual and in-person experiences, integrated systems, sustainable practices, simplified processes, and satisfying interactions for MIT's faculty, students, staff, and extended community. The EVPT leadership team is dedicated to protecting MIT's long-term future through sound planning and financial resiliency; to enabling the campus for learning, research, and innovation; and to providing modern and secure technology infrastructure.

Units under the EVPT umbrella include the Audit Division; Campus Planning; the Department of Facilities (Campus Construction, Campus Services, Maintenance and Utilities, and Infrastructure Business Operations); Environment, Health, and Safety; MIT Medical; MIT Police; the Recording Secretary, Treasury and Planning, and the offices of Government and Community Relations, Insurance, Major Agreements, and Sustainability. Additional areas include the Vice President for Finance, the Vice President for Human Resources; and the Vice President for Information Systems & Technology (IS&T).

### Key Hiring Activities

Following Dr. William (Bill) Kettyle's announcement that he would step down from the position of director of MIT Medical following 22 years of exceptional service to the Institute, we began a national search for an individual with the experience and qualities needed to lead our healthcare facility. We were thrilled to find Dr. Cecilia Warpinski Stuopis '90, who joined MIT as director of MIT Medical on December 28, 2015. She came to MIT from the Dartmouth-Hitchcock health system, where she served as vice president and executive medical director. As MIT's medical director, Dr. Stuopis provides strategic and clinical leadership for MIT Medical, which serves a community of students, faculty, staff, retirees, and families.

Joe Higgins joined the Department of Facilities in the newly created position of director of infrastructure business operations, effective January 19, 2016. Higgins came to MIT with more than 20 years of infrastructure experience at institutions in higher education, financial services, and research. In this role, Higgins leads functions that are integral to campus planning, construction, and operations, including contracts, finance and accounting, communications, and facilities information technology and services.

In June, William (Bill) VanSchalkwyk announced that he will step down from his position as managing director of the MIT Environment, Health, and Safety Office, a role he has held since 2006. We are now beginning a search for the right individual to build on VanSchalkwyk's accomplishments and fill the important role of leading this unit.

## Campus Planning and Renewal

On May 17, the Cambridge Planning Board voted unanimously to approve MIT's special permits as part of its "Planned Unit Development" in the Kendall Square area, signaling the end of a six-year regulatory process that featured public hearings, community meetings, a faculty task force, and Institute committees. The approval paves the way for MIT to develop the east campus over the next decade with a seamless integration of academic and commercial uses.

MIT received six preservation awards from the Cambridge Historical Commission on May 25 for the renovation of the Simons Building (Building 2), the Morris and Sophie Chang Building (Building E52), Kresge Auditorium (Building W16), the MIT Chapel (Building W15), Building NW23, and the duPont Gymnasium (Building W31).

Constructed in 1938 as the Massachusetts headquarters for the Lever Brothers Company, Building E52 was the original home to the Sloan School of Management. The historic building underwent a complete restoration, and was named in honor of Morris Chang '52, SM '53, ME '55 and Sophie Chang, whose generous gift made the renovation possible. The expanded Samberg Conference Center located on the building's sixth and seventh levels opened in February.

As MIT celebrated the anniversary of its 1916 move to Cambridge, the Department of Mathematics moved back into a newly renovated Simons Building, located at the heart of the campus. This represented the first major renewal of the iconic 100-year-old Beaux Arts buildings designed by William Welles Bosworth. A substantial restoration of Kresge Auditorium has revitalized this gathering space, and the MIT Chapel was fully renewed to better support the needs of the MIT community.

Addressing deferred maintenance has been prioritized as an integral part of overall campus renewal, and FY2016 was the first year in recent decades that a reduction in the deferred maintenance backlog was realized, with 80% of campus buildings benefitting from this program. It is critical that we continue to maintain existing campus buildings at a high standard to enable the work of MIT's faculty and students.

## Campus Sustainability

On October 21, MIT released its five-year multifaceted Plan for Action on Climate Change. The plan details strategies to accelerate low-carbon energy technology via new research centers, extend research to further understand climate change and advance solutions to mitigate impacts, enhance educational programs on climate change, and develop pathways to share information globally. The Institute has committed to reducing campus carbon emissions by at least 32% by 2030, and has stated an aspirational goal of reaching carbon neutrality as soon as possible. To help advance these plans, sustainability working groups under the auspices of the Campus Sustainability Task Force are aligning campus operations for our buildings, storm-water systems, landscape, and laboratories along a core set of sustainability principles, setting a strong foundation for rigorous goal setting, measurement, and verification moving forward.

In June, we announced the launch of Access MIT, an expanded program of commuting benefits designed to offer faculty and staff more flexible and affordable transportation options. Access MIT embraces the goals of MIT's Plan for Action on Climate Change and is a visible demonstration of our commitment to lowering MIT's commuter-related emissions. The program launches MIT as a leader in offering affordable access to public transportation. All Cambridge campus benefits-eligible employees will have access to free subway and local bus passes, while moving from annual to pay-per-day parking plans at MIT gated lots. This will provide parkers with the flexibility to explore lower-cost, sustainable options throughout the year.

### **Modernizing Information Technology Systems**

This past year we invested in the modernization of our information technology systems and infrastructure, adopting cloud architecture and web-based platforms. In December, IS&T migrated MIT's SAP infrastructure to SAP's HANA Enterprise Cloud environment, providing improved performance and laying the foundation for real-time reporting access to transactional data stored in SAP and deployment of mobile-native web applications for administrative applications. Thirty-two percent of IS&T-managed servers have been migrated to cloud infrastructure, and 100% will be moved by 2018, releasing space and providing flexibility in our staffing model while addressing operational risk with geographical diversity and improved redundancy.

The buy-to-pay (B2P) project will soon deliver a new and improved cloud-based system for shopping, buying, and paying. The system brings transactions to one central portal for requisitions, purchase orders, and invoice approvals, and includes a reporting dashboard that provides visibility into B2P transactions. The system configuration is nearing the end of the testing period in advance of the pilot phase, which will run through fall 2016. The Institute-wide rollout is targeted to begin in January 2017.

We are continuing to improve the MIT network to increase resiliency and enable higher bandwidth connectivity to cloud providers, ensuring that the MIT community has dependable high-speed connectivity and access to information and services both on and off campus.

Launched in spring 2016, the Administrative Systems Steering Committee works collaboratively to enable the Institute's vision of streamlined and user-centric campus-wide digital business systems and processes working seamlessly with in-person experiences to support MIT's mission. The steering committee plays an important role in advancing digital business transformation by guiding system development in a holistic manner to provide the best possible administrative computing experience for the MIT community. Membership is strategically designed to represent a cross section of academic and administrative areas.

### **Enhancing Community Experiences**

Over the past year we have continued to advance 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 centralized and easy to find. Atlas aligns service delivery in a

one-stop shop experience. Slated to open in spring 2017, the Atlas Service Center will complement the systems, services, and resources available through Atlas online with a physical space where community members can obtain in-person guidance for the aggregated services. The center will evolve over time as we work to consolidate services that currently reside at different points across campus. We strive to provide service that excels at every level—exceptional online services, responsive assistance on demand, and satisfying face-to-face interactions.

**Israel Ruiz**

**Executive Vice President and Treasurer**