Appendix 8: Categorized list of candidate ideas
Source of ideas: Master List of ideas from Admin Task Force Apppendix 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. Ideas noted as ADD are additional

IDEA #	Category	Description of the Problem	Negative Impact of the Problem	Suggestions for Improvement
O166	Admin Vacation Tracker	Manual Process for Admin. Staff	Data accuracy at termination therefore potential for significant financial obligation	Provide one campus-wide system for vacation reporting
O167	Admin Vacation Tracker	Need an easier tool to track vacation balances for service staff	Employees ask for information from time approver and it is difficult to be of accictance	Standard report, available to time approvers
O168	Admin Vacation Tracker	Not tracked centrally, need to do calculations by hand		Track unused vacation time and use a tool to calculate payouts
O169	Admin Vacation Tracker	Lack of consistent system for vacation tracking of administrative staff	Vacation is tracked manually, posted in project database, posted again by HR to monitor available balance, then posted in CATS time application for SAP labor distribution	need centralized system tool to track vacation for administrative staff, preferably with a time billing element
O170	Admin Vacation Tracker	Understand that there is a fix, but not clear how it has been working in practice.	Huge amounts hits general account when individual leaves MIT if reporting not up-to-date	
O171	Admin Vacation Tracker	Another administrative process that is exceedingly inefficient right now is the vacation tracking system for Sponsored Research Staff. However, I understand that the new online system for vacation tracking will be rolled out institute-wide fairly soon - I'm hoping that will be a time saver.		
O172	Admin Vacation Tracker	Using BrioQuery is not a user-friendly option	Takes too much time	
O173	Admin Vacation Tracker	Duplication in collecting the data and unnecessary effort in retrieving a vacation balance		new site already online but not institute wide yet or not publicized
O228	Admin Vacation Tracker	Accounting for and reconciling vacation credits	Additional time is spent reconciling payroll and budgeting accounts	Is it possible to get rid of this process entirely? While payroll has improved the process for vacation credits the last few months, it is something we are constantly battling. There seems to be credits missed and aren't fixed until months after the fact. Researching and correcting the problem can take a lot of time for both the administrator and payroll.
O31	Attachments	Image documentation: There exists the ability to attach document images to transactions in SAP but it is not done except with a very few transactions.	documents go missing, and can't be replaced. Explanations of transactions require phone calls or retrieval of originals when the answer could easily be in the doc image.	Permit or even mandate that departments use more electronic methods of submitting documents like travel vouchers, credit card receipts, etc. Allow departments to attach images to SAP documents in SAP themselves.
O1	Attachments	Sub-contract issuance. subcontracts are submitted to other institutions via paper and mail and paper copies are provided to DLCs via I-mail	1) waste of paper, 2) slow process and 3) potential for lost of paperwork.	to be sent electronically via email/scan
O47	Attachments	Selection of Source Form: Filled out and then faxed in	Takes time, inefficient	Can website be set up so we can complete SOS form online and directly submit to Procurement?
O49	Attachments	Forwarding Selection of Source form & quotes	They get lost when sent	Develop online forms and online scanning of quotes or direct e-mail linked to REQ
O263	COEUS Modification	Other support(NIH) Current & Pending Support (NSF). We spend an inordinate amount of time trying to get this from the faculty, and even when we do, it's often wrong.	time sink	It seems to me that there should be a centrally located (OSP?) data base that holds this information and that reports should be simple and easy to obtain.
O264	COEUS Modification	Lobbying disclosure, COI, compliance with summer salary rules. Related processes are disconnected	confusion, inefficient reporting	batch related reporting requirements for faculty and other Pis
O247	COEUS Modification	Proposal Submission via COEUS is not an efficient method to submit proposal	COEUS does not allow to upload the budget worksheet	To create a web-based application for the proposal submission. Allow upload the worksheet

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O248	COEUS Modification	Proposal Submissions: It takes longer to submit a proposal through Coeus than any other way (hardcopy or other online systems).	It creates extra work for the administrator to submit a proposal through Coeus and we need to budget additional time to get it in the system.	Make Coeus more user friendly and don't have each proposal being submitted have entirely different processes. Each solicitation seems to have unique requirements in Coeus and administrators have to contact OSP (which wastes their time too) to figure out the best way to get it through. The submission and upload process should be similar for each proposal regardless of the sponsor or solicitation. Additionally, the budget tool is cumbersome and therefore we never use it to create a budget. We create one using our own methods and then try to enter it in Coeus to match, which is doubling the work.
O249	COEUS Modification	COEUS Proposal Module could be improved to allow uploaded spreadsheets, a better user interface, and to insert approved budgets to SAP.	COEUS is unpopular with DDLCs. OSP is slowed down by departmetns avoiding use of this system, but mandating the use would, in turn, slow down the DDLCs required to use it. Leaving COEUS as is continues some of the difficulties and decreses the efficiency of OSP workers.	User interface requires a professional overhaul, budget preparation needs to include the ability to upload spreasheets prepared in particular format. Utility of the software could be improved by moving the prepared budget into SAP when a contract is awarded.
O250	COEUS Modification	Proposal Submission: The error messages are long and sometimes complicated to understand; the return of the proposal for corrections takes days leaving little time to make corrections	Stresses the staff trying to make the necessary corrections; potential problem when more than one proposal is being corrected	streamline the submission process; provide standard guidelines
O251	COEUS Modification	My recent experience with Coeus has been frustrating. I believe that when they are aware of a snafu it would be helpful to the community for them to alert us. Currently, they appear to wait until they have resolved the problem and then let us know it's been fixed. I imagine many folks out in the trenches grappling with problems, wasting their time trying to figure out if it is them or Coeus, when a simple head's up that there is an issue and that they are working on it would prevent the struggle and save effort. More on Coeus: many times we have e-mailed Coeus-help, done what they advised, and it still doesn't work. We e-mail them back, they repeat the same instructions, and it still doesn't work. This repeated e-mailing is also frustrating. If something doesn't work they should allow us to call them or pick up the phone and call us and discuss it (we have a coveted phone list for some of the Coeus-help responders we have compiled, since their phone numbers are not always listed in the MIT directory).	time sink, lack of communication, repeated emailing	Their communications could be improved.
O244	COEUS Modification	Process is not transparent; departments need to provide info that they already provided during the proposal process	inefficiency	Make the awards process transparent to Pis; make better links between data given during submission and that needed to issue an award

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I138	COEUS Modification	As a community we expend a lot of time and energy understanding the structural requirements for funding proposals to NSF, etc. -- aspects such as sections, headings, page limits, fonts etc.		Since OSP is already the central clearing-house for all submitted proposals, they would be the natural home for a "curated" (vetted) set of proposal templates, one for each agency and award type (e.g. NSF small, medium and large). OSP could also collect and maintain source documents (Latex, Word etc.) for each curated template, and distribute these to those in the MIT community who wished to generate new funding proposals. At the cost of a very slight additional burden on OSP, this would free up time of the OSP staff who submit proposals on behalf of others, free up time of the originators of the proposals, and perhaps slightly increase our proposal hit rate (due to a decrease in missed deadlines or technical errors).
O212	COEUS Modification	Review of Contracts: Delay in getting contracts approved through TLO	PIs wait months to get account set up or research work started because no contract is in place	To the degree possible review contracts before during the proposal submission time and outline potential problesm
O245	COEUS Modification	Proposal review/submission: Iterative process of changes and approval process in Dept. and different hierarchy people at OSP	Iterative process takes time which can be reduced for actual proposal review and correction.	If all the comments from all the reviewer at OSP can send at the same time or provide final comments, that will save time for proposal preparer. Current process is such that when the OSP reviewer sends a comment/correction, we have to make correction and follow the approval process for proposal submission that is go through dept. approval. The length of time for proposal submission to OSP gets longer due to this iterative process of change and approval process when we are getting many comments/correction from the OSP. In order to shorten the proposal submission process, either OSP reviewer should give comments all at once or there should be a way to shorten the resubmission process. Instead of going through the each reviewer to get the proposal to OSP with the correction on OSP comments. This will reduce number of iterative process of making changes and going through whole approval process when we get a comment from the OSP reviewer.
O246	COEUS Modification	Proposal Submission: Certification page need to be singed by PIs/Co-PIs for COEUS proposal and proposal summary pages need to be singed by PIs/Co-PIs and Dept. head for paper submission. Sometime getting PIs and Dept. head signature on the Proposal cover page and certification page takes a lot of time because either they are remotely working or they have busy schedule.	Getting signature takes time, which would reduce the time to work/focus on proposal and put more stress on proposal preparer.	To save time to prepare proposal, we can use online certification instead of hard copy signature. This will save time for proposal preparer so that the preparer can then focus on proposal contend (RFP) instead of chasing them. (Not sure if retaining a hard copy of signature is required for auditing purpose)
O258	COEUS Modification	Redoing budgets multiple times between grant submissions and final versions, at a level of accuracy that seems to be overkill on the first pass.	Makes admin jobs harder and it reduces time that PIs can spend filing proposals that raise money. Time spent due to all the budgeting, sign-offs, etc. makes it a disincentive to file smaller ones.	Acknowledge that nearly every single accepted grant will go through a budget revision process, either because rates change, the grant got cut/changed by the funder (nearly always), or staffing changed. Find a way to make the first round of submission less administratively burdensome on everyone. BTW - electronic signature process in the last few years has made things MUCH better
O260	COEUS Modification	OSP routing form. Need to obtain signatures on hard copy	time consuming	electronic approval
I53	Collaboration	There are few institutionalized ways for staff to collaborate on programs- it's all very hit or miss. There should be a framework and expectation that different programs collaborate.		Institutionalize collaboration

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I54	Collaboration	Departments often create custom solutions to make certain administrative process more efficient. These solutions are often open source. Solutions created for one department may be easily re-purposed for another.		Share Custom Developed Open Source Software. Creating a way for people across the MIT to be aware of custom developments and finding opportunities to share these would help cut costs.
I56	Collaboration	Cost of travel vs. video-conferencing		A great way to save travel and telecommunication cost is to use a reliable and cheap web/tele conferencing tool. Here at MIT, our group have developed a well featured tele/web conferencing tool. Our tool has reduced MIT LFM and SDM programs 2/3 of their tele/web conferencing costs. We would like to extend our service to other departments that also use teleconference, save on cost and enjoy many of our great features.
O201	Collaboration	lack of resources to locate general information		need to implement WIKI
O202	Collaboration	There is no contact information listed for the "go-to" person in each department.	Time sink	MIT-wide, I think it would be great if each administrative services group had a "go to" person listed prominently on their website or in some type of compiled MIT contact list. Many times I have searched department directories trying to figure out who I should contact about a specific issue and gone through the roster until I hit the correct person. Sometimes this takes many calls (and sometimes repeated calls to get a response from a single individual only to find out they are not the one).
O147	Collaboration			Could there be a central mechanism for checking special reviews?
O149	Collaboration	Performance Management. MIT doesn't have a unified or streamlined process	Inequity and labor intensive	Select 1 format and hold managers/directors accountable if their group does not follow
O132	Data Warehouse Improvements	Effective date of data. All data that is represented in reports and charts should always have a stamp with effective date of data, source of data and run dates for data.		All data reports and charts should be dated with the run date for the data and the source.
O134	Data Warehouse Improvements	Poisition Management. Inconsistent methods to track existing positions cause problems in requesting new positions, promotions, reporting and forecasting		A database solution that is fed/feeds from the DATA warehouse.
O193	Data Warehouse Improvements	DataWareHoue. Streamlining processes such as the data warehouse		
O46	Data Warehouse Improvements	Roles Database. Giving authorizations	Can't assign multiple authorizations to an individual and time consuming	Allow primary authorizer to choose multiple authorizations at once, make the process less clunky
O133	Data Warehouse Improvements	Headcount. There is a variation of ways that employees are counted, data is retrieved from multiple sources, each area represents the numbers differently and then it appears inconsistent.	For example, in Compensation we use the TOPRY query results run the first of every month, other areas use the UR Tables which are a snapshot in time and I believe these are the facts that get published in the MIT Facts booklet.	Create a consistent method of retrieving data and representing it.
O131	Data Warehouse Improvements	Data Discrepancy of salary information. Compensation runs salary information from the HR tables and it is straight salary. Budget runs their numbers including other cost factors, such as overtime and EB rate. There is also a distinction made in budget of GIB v. other funding sources. It would be great to run our numbers similarly to generate reports used by both HR and VPF.	In addition, Compensation uses payroll categories found in SAP and the Budget Office uses other groupings. It should be apples to apples.	Compensation and budget should have the access to the same data to ensure consistency.
I82	Data Warehouse Improvements	MIT has lots of paper, data around. In most cases, it is not clear as to how long we keep them around. We have duplicate data, reports, etc. We can probably save lots of money/space/resources by knowing how to classify information and develop clear record retention schedule.	MIT would need to identify ownership of data for definition, classification, usage and retention along with associated processes.	Develop and execute appropriate information management (classification, retention, storage, etc.)

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I83	Data Warehouse Improvements	Many departments keep "stuff." There are policies at MIT for record management - but some departments keep stuff and pay for off-site storage or occupy prime real estate for its storage.	Keeping stuff that is of no longer of use is only an expense and if not properly care for - degenerates and becomes useless.	1. Clean out the store rooms and reclaim valuable space or at least stop paying for it! 2. Perhaps a retention policy for objects should be explored.
O213	Data Warehouse Improvements	SANDIs and DINDIs in Brio are not accurate and do not contain the necessary data that was available in the historical reports	DLC staff waste large amounts of time trying to reconcile data across systems.	Add actual salary paid under modified annual plan to Brio reports. Allow SAP to list individual salaries.
O108	Data Warehouse Improvements	Most people do not have time to learn the program and are left with only canned reports. The data and the relationships among the data are not clear and it is next to impossible to get what you want in a report. It can take a huge amount of time to figure out how data in one report relates to SAP data.	The data is not usable by those who need it.	Increase training opportunities and simplify the data relationships. Allowing individual salaries tp show in SAP (to those with the right authorizations) would eliminate the need for most people to use Brio.
O109	Data Warehouse Improvements	To utilize full functionality of BRIO Query demands a high degree of specialization to confidently and accurately extract data. Most queries extracted from Brio by DSL are exported to Excel for enhanced manipulation and data presentation.		Create BRIO reports that are customized for the department
O110	Data Warehouse Improvements	Not very user friendly	Easy to make mistakes in constructing the inquiry	Look at other SQL (querying) applications that are more user friendly
O111	Data Warehouse Improvements	Canned reports do not always provide the type of data needed for financial reporting. Brio is complicated and difficult to use, especially for financial reporting, unless very simple data is needed.	Work-arounds to abstract data from SAP are time-consuming and cause delays	Data gathering programs that are easier to use, especially for financial reporting
O112	Data Warehouse Improvements	Not user friendly. Although lots of data exists in the Data Warehouse, you have to be an expert at understanding the many, many fields, and which to query. For many people, even running canned-reports, if not done frequently, isn't easy.	Too many reports people don't use. Too much emphasis on using this as a tool for reporting. Too complicated.	Rely on an easier to use tool
O101	E-Budget	Forecasting: We currently use complex spreadsheets to budget and forecast the financial health of our PI's. There is no automation or data feeds, there are no standards or suggestions set by MIT, and each DLC on campus seems to have their own method.	Since nothing is automated there is a high risk of human error when entering numbers and budgeting staff or items. Also, it is difficult for a PI or an administrator from one lab to understand what processes or assumptions another lab used when collaborating with other DLCs	Efforts have been made, including by CSAIL, to come up with a more automated system that could be distributed across campus but nothing has been found or developed (and released to the campus) to date. Efforts should continue at some level to try to find a product that can help.
O102	E-Budget	No simple forecasting tool exists, nor rollup reports to evaluate the financial health of a DDLC's resources that incorporated eSDS data going forward.	Many homegrown or "manual" systems - usually involving spreadsheets - updated on a monthly or less often basis are used for forecasting and for finding "gaps" in personnel support.	Move forward with Josh Freedman's simple forecasting tool.
O103	E-Budget	No adequate programs for financial projections, especially for complicated student financial aid	Projections are very time-consuming	
O91	E-Budget	General budgets in NIMBUS are based on historical allocations, not realistic expectation of expenses. Each DLC must develop its own budgeting methods.	Waste of time and resources as each DLC develops own proceses that cannot carry over if they switch departments. There is no training available to new employees to explain how DLC budgets really work.	Develop realistic budget tables that incorporate all department resources. Make training available to new AOs and FOs.

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O92	E-Budget	Currenlty in order to make budget changes/transfers between cost centers and drafts from internal orders to cost centers, DLC administrators need to fill out an Excel form and route it to their Budget Officer by email with an explanation of the change(s) needed. Some areas, I believe, just write an email and the Budget Officer figures out what the transfer should be based on the request.	This method is time consuming for areas (such as Dean's Offices) that do a larg amount of funds transfers between cost centers and from cost centers to internal orders.	There had been some discussion in the past of allowing DLC administrators to enter these transfers directly into the system used currently by the Budget Officers. If this were possible, it would aleviate the burden of making these entries by the Budget Officers as well as save time for DLC administration by not having to fill out the form and explain the transfer needed, in detail, in an email. If this is not possible, it seems that a lesser desireable method, yet more efficient than the current method, would be to design a web based request form that allows DLC administrators to enter the necessary information for budget changes with a full explanation, which would be routed directly to their budget officer. There could then be a reply to the requestor informing them of the document number and that it has been completed. Also a searchable database could be provided for looking this information up easily when needed.
O93	E-Budget	Budgets are submitted to the Budget Office by DLCs annually via the NIMBUS system. As part of the budget entry, DLCs are required to estimate and enter the research volume (expenditures) they will incur in the next fiscal year. This is, at best, very rough and can be an inaccurate estimate. While it is understood that the Institute needs this information, most DLCs only estimate the next year's research volume by the actual research volume expected in the current year or, perhaps, the prior fiscal year. While there are occasionally exceptions to estimating on prior year actuals, and some DLCs might account for those occasional new projects creating exceptions when budgeting research, some do not.	The current method seems to be unnecesarily time consuming for DLC administration with little added accuracy.	It seems that time could be saved for the administrator if a method could be developed to electronically estimate the next year's research budget based on a formula using prior year actuals and then be entered for the DLC automatically in NIMBUS. These estimated budgets could then be left open if the DLC wants to adjust them in any way.
O94	E-Budget	Lack of visibility on budget detail and changes to the budget through the SAP system.	Some inefficiency and loss of budget visibility due to reliance on "shadow" systems/spreadsheets or researching NIMBUS entries to try and reconcile changes in budget during the year.	Create one system by integrating budgeting and reporting into SAP (eliminate NIMBUS). Or, at least when changes to line item budgets take place during the fiscal year, consider providing some capability to make note or document in an SAP field (if possible) the nature of the NIMBUS change (or the actual NIMBUS text and numbers associated with the change)
O95	E-Budget	Budget process for academic departments is too complex	training is difficult, process is time consuming	simplify; provide departments with lump sums and more local authority
I31	E-Budget	A lot of departments spend all of their excess budget right before the end of term so that they won't get a budget reduction next year. This is unacceptable and should be punishable.		If departments knew that there was a penalty for this, and the penalty would hurt them more than the reduction in their budget, then they wouldn't do it.
O255	E-Budget	Calculating the fund fee is not always straight-forward; accounts that are exempted from the fee are often manually credited	spending projections are more complicated; sometimes the credits are not accuratedly posted	Eliminate the fund fee entirely! If the revenue is absolutely necessary to the Institute, simply assess a percentage against the entire fund income of the department before the income is credited to the account
O261	E-Budget	Preparing budgets for proposals		Provide AOs and others with a simple spreadsheet for for estimating budgets (add to one-stop faculty services website)
ADD	E-Forms	Key request form		
O206	E-Forms	In order to become a gym member you need to fill out a paper form in the zcenter. Also, if your membership expires you need to do the same thing again. It can't just be reactivated.	Uses of a lot of paper. Potential for error. I've had problems due to data being entered incorrectly. Time consuming for both the person signing up and the person who works there	Sign up should be available online.

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O208	E-Forms	outdated forms, too many persons involved in processes	time sink, errors in transferring info	Make everything electronic and networked so that its streamlined to one person; update forms that were not originally available electronically so there's one copy of everything
O209	E-Forms	In order to use images of students, or to use images students have taken, we have to get permission from them and signatures.	It takes a lot of time to track the student down and get a signature.	Could we have some kind of electrronic submission forms?
O211	E-Forms	TLO/OSP reviews of non-disclosure and materials transfer agreements. Multiple inquiries usually required and the answers change	confusion, inefficient use of faculty and others' time	Create one web site to which faculty can submit inquiry and related documents; clarify roles
O265	E-Forms	Invention and final/interim reports. By the time I get the notice and follow-up with the PI (or check in again if no response) they've already submitted it	DLC staff not in the loop; faculty get reminded more often than necessary	Notified DLC staff or develop place where we can see when the form or report is actually submitted
O266	E-Forms	Can we get notices via email? I scan, digitally file and forward all COUHES notices that come through my office which is a pain. Students and professors on the protocol should at a min be able to opt into email notices so they can stay on top of this stuff.		
I10	E-Forms	The current process for registering an on-campus event sponsored by an MIT department requires obtaining multiple signatures on a four-ply paper form, from departments located all over the MIT campus.	The administrative staff-time required to get one of these paper forms signed is probably ten times what would be needed if the form were converted to a secure on-line form. In the spirit of "time is money," this could save MIT a lot of money. The last time I had to get one of these forms signed, it took easily 12 hours over a 1 1/2 week period!	Convert paper-based Event Registration to secure on-line process
I100	E-Forms	(Wasted paper) especially in the Cashier's Office when DLC's send us their cash vouchers, they request a paper receipt.	This is unnecessary when the posting's hit their account immediately, they can view it on line.	
I120	E-Forms	Too many paper-based processes	In our department alone we could save trees, printers, electricity and much more if our camp forms, student athlete forms, athletic trainer forms, and other forms requiring signatures were electronically based. As part of the agreement with MIT, the departments would be asked not to print any form unless absolutely necessary. The data should be accessible through a database or an email message. This would also help security as there would not be file cabinets and offices and cubicles full of paper information.I believe at one time there was a forms project in IS&T.	MIT could invest in a service that would give departments with paper forms the ability to do them electronically.
I15	E-Forms	A great deal of time is spent by graduate students, aa's and others working with building room coordinators in scheduling meeting/research locations within buildings.	Some areas of the Institute have computerized room scheduling (i.e. CSAIL) This may eliminate a lot of back and forth in securing a room and would ultimately free the time of the coordinator of the room scheduling to do other things.	1) Make the process electronic. 2) Devote additional rooms on campus be devoted to video conferencing so as to eliminate some faculty travel costs.
I8	E-Forms	Process, forms, alcohol permission is time consuming.	The current system dates from the 18th century. Anyone who does not fully support this idea should be required to run the gauntlet of arranging an MIT reception where alcohol is served	Automate the process
I9	E-Forms	Process, forms, alcohol permission is time consuming.	This is only part of event planning that I always dread, dread, dread! The truly dreadful paper form called the (7) Steps of Event Registration (which as we know must be completed in order) is painful to even think about...and to coordinate timing and the running around to get all the signatures in their required order. Oh well, it's all in 12 to 15 hours of work and it's more fun than a treadmill!	Automate the process
O106	E-Forms	Make processes and forms associated with finances and proposals uniform across the Institute to the extent possible.		

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O57	E-Forms	Multi-part manual form with signature requirements from various offices	Time consuming to have to pick up the form at one office and then walk it around for signature; inefficient use of resources	Implement electronic form online; use workflow or electronic signature for approvals from the various offices
O58	E-Forms	You need to get several signatures across campus for events -- and, now, almost any event in Stata.	time consuming	on-line form
O59	E-Forms	Hard copy process: requiring walking around for signatures	Requires a representative from each area to be present to sign the form	Automate this process
O60	E-Forms	The current system involves a 4-part carbon form and signatures of senior officers, monitoring departments, Campus Police and offices who schedule Institute spaces.	Those who process these forms--of which there are 1400+ annually--currently must walk forms from one office to the other for the requisite approval. The current system also does not provide for the electronic capture of any of this data on an ongoing basis in a central database.	Online Event Registration system for the Institute. A proposal for a system was submitted to ASPCC last semester. While the full proposal is quite robust, any efforts to transfer the work flow of this system to an online process would save hundreds of MIT person hours. Also, within DSL this semester, two groups (residences and student activities) are considering their own online systems in the absence of an Institute solution.
O61	E-Forms	Alcohol approval forms require numerous signatures on a form that has to be hand-delivered to each signatory's office	takes far too much time, esp for administrative units that regularly host public events, e.g. gallery openings	for events sponsored by non-student units, create and allow use of an online permissions system
O62	E-Forms	You have to walk to at least three offices (all with different closing times for end of day and lunch) to get signatures and then after they're all signed, walk back to all three to drop off their copies		Web based, work flow for approvals with electronic signatures
O71	E-Forms	Paper transaction--outdated; orders get lost; labor intensive from the Facilities side; key orders take too long to process	Significant delay in getting keys; paper means orders sometimes get lost in the transaction	Go to a database where the DLC and Facilities receive instant message when keys are requested; Facilities should keep an inventory of keys for larger DLCs so that the time involved is reduced
O73	E-Forms	Key office only open minimal hours, physically have to go to get key	Takes time, inefficient	Key request website where administrator/authorized person can request specific keys and the keys can be mailed to the person's attention
O76	E-Forms	Key requests are made by a form submitted to the key office in person. Requests for over 12 keys are charged to the department, but less are not. The requests are submitted to the company that cuts the keys once every 2 weeks. It then takes up to 2 weeks for the order to be returned. One could conceivably wait 1 month to get a key. The only way to find out if the request is ready is to walk there. The database used to track keys is also very challenging to use.	A lot of time is wasted getting keys, keys are hard to track and recover.	Online request form for keys. Have the orders made more often.
O78	E-Forms	there are no processes in place	example: Keys dept. poor database for tracking signing out of keys	
O90	E-FRC	Monthly account reconciliation is time consuming and harder to keep track of than necessary	Hard to keep track of paper, creates duplicate effort of work	Implent an online financial application that will allow the user to reconcile account transactions, this will allow the Financial Officer/Administrator to do audit directly in the system without the paper
I102	E-FRC	Distribution of DTR's.	I agree that I do still need to print out my statements sometimes - but I do not need them mailed and shrink wrapped every month. In fact by the time I receive them in the mail, I've already printed them myself.	Eliminate printing of DTR's by central admin.; let DLC's print when necessary.
I103	E-FRC	Why do administrative and financial process get to print triplicate of everything, but researchers can't even get papers on, well, paper any more.	As I understand it, SAP printing is the flakiest and most maintenance-needy part of MIT's printing infrastructure.	1) Take an afternoon off work and hang out in a research lab ... if nothing else it will remind you why we're all here. 2) A better solution is to streamline the administrative processes to get rid of paper that's only going to be sent internal to MIT, and let the creative workers continue to have access to resources that let them do their research and further the goals of the Institute.

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I23	E-FRC	Financial Review and Control efficiency	The Audit Division is supposed to be MIT's resource on compliance with accounting standards and reporting. Many of the Administrative Process ideas suggested here would impact the Financial Review and Control procedures at the DLC level.	1) The Audit division should offer "Efficiency reviews" of DLC FRC procedures to make suggestions regarding areas where too much paper is being saved, or too much effort is being expended on monitoring low-risk transactions. 2) DLCs should definitely not amend their Financial Review and Control procedures (for example, keeping less paper backup) without consulting with the Audit Division.
I3	E-FRC	Efficient procurement needed - travel, credit card, DTR printing.	1. Administrative assistants would be far more productive and waste less ink and paper if we did not have to print out one sheet per credit card transaction plus attach another sheet of paper with the receipt taped to it. We should be scanning this information for records - especially on purchases under $5000 or whatever you set the bar to. 2. The next inefficient step at MIT is to log all of the purchase information into an excel spreadsheet. Why can't a program combine both the online verification, receipt and explanation submission, AND the excel spreadsheet so that it is search able and information per individual credit card user or purchaser or GL can be looked up quickly. 3. I have tried the travel software package that is still in testing and has not been purchased yet by MIT and it is hugely helpful in the maintaining electronic receipts - using less paper department but should on a separate tab - include the purchasing card program that I described above. 4. The monthly reconciliation software needs to be fixed so that when I check "do not print cover sheet" it actually doesn't. This paper goes straight into the trash for every account, every month.	(See previous column)
I84	e-FRC	Printing monthly statements		Lots of businesses (banks, etc.) now have an opt-out or opt-in program for paper statements, and have e-statements of some kind as an alternative. This seems like a good way to reduce monthly mail volume and save on paper and postage, while allowing those employees who prefer the paper statements to retain them.
I85	e-FRC	Printed monthly statements	PC volume reports and monthly satements reports use a lot of paper.	Use on-line options for viewing.
I86	e-FRC	Printing monthly summary statements	If you only have a few accounts to review/manage, it might be possible to review statements online. But in my department we have over 200 research accounts that need to be reviewed each month - we'd go blind if we tried to review them all online! If MIT stops printing these monthly statements, this will only shift the cost of printing from a central department to the DLCs themselves.	
O25	E-FRC	Printing receipts	Unnecessary cost for paper	Having the people within the department's to have access to their DTR, then they can see the money hitting their accounts immediately. This will save time and money.
O7	E-FRC	Filing packing slips and receipts – can we make the digital transition? I know this may be a federal requirement but if I have 600dpi copies of my receipts I can store them on a hard drive and save the cabinet space.	Waste of paper and space.	Can we put efforts into lobbying for a 1 year physical receipt retention policy and start investing insome high capacity RAID centralized financial servers? This way audits will take less time, be less intrusive and eventually can go back much further without costing us loads of space.
O104	E-Gifts	Gifts Tracking. Central transmits info via email messages	Unit must reenter data	Make data available via a portal

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O105	E-Gifts	Gifts tracking, reporting donor acknowledgements. Manage the business of fundraising; reconciliation between pledges, gifts and SAP. Reports are canned with limited ability to export data. (Affects DSL Administration, Public Service Center, DAPER, Religious Life)	Copy/paste donor's mailing information from Advance gift system to Excel is time consuming and error prone.	Create a query that can be run to export donor information to excel
O13	E-Internal Billing	Journal Vouchers are often entered with little or no identifying information. Service center charges appear without proper backup.	Time is wasted chasing documents to identify charges. **Auditors question "cost transfers" that are really billing documents.**	Service Centers are the primary problem. The JV is not really intended as a billing document. There ought to be a billing application in SAP for interdepartmental service centers to charge cost objects that generated a bill with appropriate detail of the user and hourly charge. This document is usually generated and given to the user, but rarely makes it to the department office. Some non-service centers upload huge JVs with generic explanations. The capacity to put an explanation in each individual line that is meaningful to the department administrators would be helpful.
O184	E-Internal Billing	Core facilities billing systems - we're all creating and running our own systems.		Pooling together and creating one system that actually links into MIT's financials so that accounts are verified before services are used.
O197	E-Internal Billing	Lack of system support for SAP process improvement	more difficult to provide best service	Labor distribution entry that can be approved through workflow, tracked in system, easily reported upon, messages shared with other trades as needed
O198	E-Internal Billing	In order to arrage a video or cable broadcast, four separate units at MIT must be individually contacted and requisitioned AV, AMPS/Streaming, AMPS/Video Production, MIT Cable,	Too much time spent on arranging services, chance of errors. Clients who are not familiar with the process go in circles trying to make arrangements and can miss steps. Associated departments spend much of their time explaining to clients how the systems works.	Having one central contact, or a streamlined system would reduce time spent on arranging the service and reduce the chances of errors.
O210	E-Internal Billing	Varied models and maturity levels of project governance across the Institute. Individual departments may have a portfolio view of the work in their area, but there doesn't appear to be a comprehensive view of the Institute's work.	This results in redundant work, misaligned priorities, and non-optimal utilization of resources.	Standardize processes to request work, prioritize work, and report status of work at the Institute level
O34	E-Internal Billing	Police Details. Customer account numbers not provided/valid	Police need a cost object to assign details. Details are often safety requirements. The lask of documentation holds up the process.	
O39	E-Internal Billing	Use of MIT Credit Card for internal providers and partners. Avoids using the ecat3 and SAPweb portals and shifts the workload involved in procurement to the credit card verifier	shift of workload; more time spent verifying purchases	
O72	E-Internal Billing	Communication of Work Orders. Not enough detail and communication regarding the status of work orders between receipt and completion, and status of work between shiftts.	No knowledge of the status. Need to make phone calls for updates.	
O74	E-Internal Billing	On line request forms.Unclear which form to use when placing an order and whether it will result in a chanrge for their services or not		
O77	E-Internal Billing	Ordering custodial services. Facilities offers an online requisition through SAPWeb, but at least in December 2008 the department told me that the form didn't provide information properly. They asked me to email the same information to cust-coach. I brought a setup diagram to the administrative assistant and was asked to stand for 25 minutes while she filled out one form online, printed it out, then filled out another form with the same information, verifying items with me repeatedly. A big waste of her time and mine!	A big waste of time for Facilities and DLC's.	

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O8	E-Internal Billing	*MIT doesn't have an easy-to-use internal billing service (when one MIT department bills another). Therefore, dfiferent groups have to develop their own processes, tools, and tracking mechnanisms.*	This is inefficient, increasing errors due to data rekeying, and ends up consuming an inordinate amount of resources.	Provide a central solution
O10	E-Procurement	Invoice Payment: Current process takes longer beceasue we need to wait for the invoices, need to confirm from the requesitioner/good receient and send it to AP.	lenthy process is wast of time	To make the process short and fast, create a inbox in SAP for Requisitioner like JV inbox . Once it is clicked, checked and hit submit button for submission, it should go to the accounts payable for the payment process. This will save time. Also, we can do an electronic payment process, which save check printing cost. (Not sure if we need to have an invoice for auditing purpose.)
I6	E-Procurement	(Comment) Sending Purchase Orders directly to DLCs		Why not do it all electronically?
O11	E-Procurement	Approval of invoices - delays, lost & forwarding to wrong person	Lost invoices in transit - to and from Accounting cause delays & misplacement of invoices	E-INVOICING would mean lower invoice-processing costs and less time responding to inquiries
O27	E-Procurement	"Where's my check?" When APgenerates a check, a document is generated in SAPgui on the account from which the check was issued. Unfortunately, most Admin Assistants don't have time to look into their accounts more frequently than their monthly reconciliation.	We've got to go digging through DTRs or searching POs and invoice/payment histories just to figure out where a check is.	Can AP set up a notice that checks are being posted from accounts that you oversee? We could be notified in our SAPweb inbox or email (user should be able to customize settings). It would be even better if we could request that notice be sent to the individual who will be receiving it upon issue.
O30	E-Procurement	Transmitting paper from the DLC to Procurement, Travel, RFP etc. Too much paper creating too many paper processes	Storage, retrieval, waste, and misplaced documents	Allow DLC to upload digital backup instead of mailing paper, as long as backup comes from authorized signer in Roles Database.
O42	E-Procurement	Double payments of purchase orders (generally on blankets) and procards.	Effort in tracking and correction errors	
O52	E-Procurement	Wire payments to vendors – I've had repeated issues with payments via wire. I need to wire money to my Egyptian programmers because the post is unreliable and checks can be lost. Let's smooth other this process!	Often, invoices submitted with wire instructions are mishandled and checks are issued and sent out. Wiring costs us more money but the savings we're getting from some overseas vendors more than makes up for the small fee associated with paying them.	
O9	E-Procurement	Paying Invoices: must stamp, sign, then mail to AP, 30 days to send check	Some businesses prefer faster payment.	Electronic processing, scanned invoices, electronic signatures by approving invoices with certificates online. Also, have a website where one can access all paid and signed invoices (online record keeping, like credit card statements)
O146	E-Procurement	Many systems have evolved from simple systems to more complicated, complex ones. Most processes have become more complex over time; e.g., filling out a requisition was a very fast process; the development of ECAT made that process more complicated,and ECAT3 made ECAT even more complex	These more complex processes require more time to complete, so people avoid those systems; one example is use the MIT credit card which only requires a telephone call, rather tban use of the procurement systems that were developed (ecat3, sapweb) ; this shifts their workload to the credit card verifier	simplify processes
O37	E-Procurement	The MIT Procurement office processes hundreds off small dollar orders daily. There is very little value in this work and it exhausts many resources which could be used to help DLCs with more complex purchases. Allthough MIT has a strong procurment card program (over $30 million a year)many departments do not use it becasue a perceived notion that it is more work or there is too much risk in using the tool	Issuing small dollar purchase orders (under 5,000) is non valued added process which is paper intense both on the ordering and invoice side. It also results in many change orders and delay in the payent to vendors.	Procurement, Audit and DLCs should work to make the procurement card program process more streamlined and secure to encourge a much higher usage level on campus
O41	E-Procurement	Purchase Orders must be generated for all payments that "can not be transacted with the pro card or petty cash. Often it takes weeks of wait time can not be transacted with the pro card or petty cash. Often it takes weeks of wait time before requisitions are converted to POs by Procurement. "	This frustrates vendors and can lead to major delays in research activities.	Open the PO generation process – SAP web already allows you to see requisitions you've made but you can't print POs and often can't tell why something is being held up. Statuses need to be updated and if delays are occurring we need to be made aware.
O40	E-Procurement	lack of alignment/triggers between contract and PO processes	multiple passes through high-level approvers to implement contract changes	Tracking tool for major contract services (including construction)?

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O48	E-Procurement	Selection of Source for everything over $5,000. This affects blanket order increases if it pushes the blanket past the $5k threshold.	Extra effort	Refine the SOS to capture its originally intended purpose, which seems to be for making sure that there was a competitive bidding process or at least some rhyme or reason to choosing a certain vendor rather than making it mandatory for blanket increases.
O16	E-Procurement	A second office supply vender on preferred list would be helpful.	One vendor will not meet all needs and pricing can be better eleswhere.	Add Staples or WB Mason
I5	E-Procurement	At present, some vendors use one centralized Accounts Payable address for all of MIT. When AP receives an invoice, someone there must look up the purchase order, stamp the invoice, and send the invoice back to the DLCs for approval.		It would make more sense if we encouraged all our vendors to send invoices directly to the DLCs that placed the order (clearly with the exception of ECAT or vendors where DLC invoice approval is not required.)
O100	E-Procurement	Major equipment, purchase over $5000	Never sure who to send it to in procurement	Clear process to follow
O14	E-Procurement	Missed opportunity for increased buying power	Cost of large events like commencement, snow removal is very high	coordinate all buying on campus for key services, possibly coordinating with other large schools like Harvard, BU
O15	E-Procurement	Too many cell phone contracts/vendors on campus	increased cost/effort to maintain	Buy all phones/services through procurement as one master contract
O17	E-Procurement	Defused buying of environmentally sustainable office supplies (note: exact same suggestion/details provided by two separate individuals from EHS)	potential for decreased buying power as well as need to educate staff (retail) to ramp-up environmentally sustainable buying practices	Centrally purchase and stock basic products such as copy paper, hanging folders with highest post-consumer recycled content (for example) then allow departments to buy these products from the central campus location rather than having individuals go to vendors
O18	E-Procurement	Not easy to choose environmentally sustainable vendors	Event planners either make less sustainable choices or are forced to do much more research and planning for each event	Add sustainable vendors to preferred vendor list and flag them as such
O19	E-Procurement	Procurement of IT products. MIT doesn't appear to have a consolidated view of expenditures with vendors across the different IT groups on campus.	Increased costs, lost opportunities for better service (vendors may treat a $10 million client differently than 10 $1 million clients)	Implement an IT vendor relationship management program (e.g., allow MIT to look at the entire relationship, rather than simply the commodity prices). More details available if desired…
O24	E-Procurement	Catering. Too much $ spent and use of support staff's time	will decrease morale if catering is done away with and is it worth the time to argue when its such a small percentage of spending costs	using a single vendor for all catering. Negotiate with vendors and choose the vendor that offers the best price
O218	ESDS/EDACCA Modification	Payroll - eSDS. Simple changes take too long	employees paid incorrectly, errors detected more slowly	move some original entry to department level (ETCF, Time Group)
O219	ESDS/EDACCA Modification	eSDS. Non-paid appointments must be assigned an account, even though no dollars are involved.	Can't immediately ascertain who is actually being charged to your account without having to click into each appt.	Set up dummy accounts for each profit center for unpaid appts.
O220	ESDS/EDACCA Modification	eSDS. Salaries are automatically charged to the department's suspense account when an account is terminating even when it is extended (which is quite often the case).	Salaries remain being charged to the suspense account until DLC staff remove them from the suspense account and put them back on the cost object that was extended. Time consuming to change and then wait until next month to confirm that correction happened.	Implement a mechanism in the system where the salary can be put back onto the account that had temporally terminated.
O221	ESDS/EDACCA Modification	eSDS System is slow	Waste of time	Upgrade server or fix underlying problem

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O222	ESDS/EDACCA Modification	Finally, I have to note how the latest "upgrade" to the ESDS system has had a huge negative impact on my department in terms of workload and efficiency. Soon after the upgrade I was in contact with Robin Elices about how these changes negatively impacted us, but I guess we were the only ones to complain so no changes have been made! In a nutshell, the institute decided to change the "logic" on how suspense account charges were handled. Originally (in the new payroll system), if someone was being charged to an account that "ended" (meaning it had a "Expiration Date of Current Obligation", not necessarily a "Final Expiration Date"), they would automatically dump into Suspense. However, if/when the account "opened" again (e.g., had a new "expiration date of current obligation"), the salary charge would automatically move from Suspense back to the account number it was originally on. I guess some people didn't like that charges on the Suspense Account would automatically move in this way. So when ESDS was "upgraded" in 8/08, new "logic" was applied. Now, when an account hits up against an "expiration date of current obligation", all salary charges move onto Suspense (which is appropriate), but when the account gets extended (e.g., a payment comes in and the expiration date of current obligation gets extended), the salaries all STAY in Suspense and have to	This may not sound like a lot, but it actually creates a ton of work for us that adds no value whatsoever. We have two very large, multi-year, multi-million dollar contracts that are supporting more than 50 staff people. On each of these contracts, we receive funding 4+ times/year - each time we receive more money, the expiration date of current obligation changes. This means that we routinely have more than 50 staff people dropping into Suspense (which again, is perfectly appropriate) but then STAYING there, even when the account(s) get extended. Manually moving all these people, many of whom are charged to multiple accounts, multiple times a year, takes a tremendous amount of time.	I fervently wish we could go back to the original system (under the new payroll system) of having Suspense charges moved automatically if/when an account gets opened/extended!
O223	ESDS/EDACCA Modification	eSDS Reports are often inaccurate; no back-up data is available to explain what changes were made or why; old SANDIs showed the entire department in one report	Work-arounds are time-consuming	
O214	ESDS/EDACCA Modification	PIs are asked to sign off on DACCAS that are unclear (see attached pdf)	This takes time and leads to frustration. It may also lead to payment errors and other problems that waste more time.	Clarify/summarize salary distribution. Remove redundant line items. Simplify the system.
O215	ESDS/EDACCA Modification	DACCAs must be approved one at a time through a very slow server and through key strokes that are mind numbing		
O174	Platform Integration	Lack of integration between SAP and PICS project database	difficult to keep track of project costs with two systems each providing part of the picture	Feed? Improved database tool?
O175	Platform Integration	find ways to consolidate and streamline electronic tools used on campus (buy/pay; student systems)	competing interests divide support resources, minimize institution's influence with vendors, confuse communication, increase duplicative work.	inform user groups of best available options to reduce instances of departments starting from scratch with new systems/tools
O176	Platform Integration	Call Tracking / Case Management / Knowledge Management / Documentation. Groups which provide community service use inconsistent non-integrated processes and tools.	Services provided in a less efficient and effective manner.	More common, integrated processes and tools.
O178	Platform Integration	communication tools -- RT?	Need an easier way to keep others informed on complex event planning and staging (such as commencement, but many other examples)	
O179	Platform Integration	Administrators must know how to use too many different software packages to do their jobs e.g. SAPGui, NIMBUS, COEUS, BrioQuery, Roles Database, MITSIS, HR paper forms, HR web-based forms	Learning curve for new employees, loss of efficiency, cost of training, etc.	Reduce the number of different software packages that are required to perform administrative tasks
O180	Platform Integration	Administrators need to know too many different kinds of software, e.g., SAP, COEUS, BrioQuery, NIMBUS, Roles Databse, HR-forms, etc.	training and maintaining familiarity with multiple software packages are difficult	Use Google calendar instead of Techtime, stop the spread of COEUS to cases where it is not required by the sponsor and if possible, use a more flexible system

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O181	Platform Integration	Multiple platforms for administrative applications. It has always been a point of pride for MIT departments to be able to choose the computers and software they prefer. Administrative business applications, therefore, have had to support both Mac and PC platforms. This has a very, very high cost to the Institute.	Some administrative applications (data warehouse) do not work well on a mac. The reality is that the mac has a very tiny market share compared to PCs, and software vendors either may not offer a mac version of their product, or if they do, it is not fully functional or reliable. Having to support more than one platform costs IS&T in software licenses, development, testing, training -- it would be interesting to ask IS&T how much money and staff time would be saved if they only had to create business applications for a PC http://apple20.blogs.fortune.cnn.com/2008/04/01/analyst-apples-us-consumer-market-share-now-21-percent/	Consider standardizing on a single PC platform for business applications (SAPweb, SAPweb Self Service) and providing departments with PCs for admin use. This is a broad issue across MIT that goes beyond business applications from IS&T. It connects to the workload of the IS&T computing help desk and all the departmental desktop support staff. We pay a big cost across the board for the multiplicity of our computers - and perhaps an effort to standardize routine office applications would lower our costs. I am not suggesting limitation on computers used for research or instruction -- just PCs used by people for adminstrative work
I52	Platform Integration	There are too many decentralized systems at MIT which means duplication of work and cost - there should be more centrally orchestrated systems created to streamline work.		Some suggestions: core facilities billing that links to the accounting system for account verification, staffing database linking personnel with their location and resources needed/attached to them, other support database, etc.
I136	Educating the Community: Policy Comunication and Training	It is my understanding that OSP is using legal advice outside and sometimes directly contravening decisions already made by the TLO.	This causes both inconsistencies in MIT's licensing and contracting, and, at least in my case, caused additional administrative and legal work, to undo the contradiction. If OSP would actually use the decisions of the TLO legal staff initially, much work would have been saved.	Eliminate the supplementary legal advice used by OSP.
I137	Educating the Community: Policy Comunication and Training	(Comment on OSP/TLO communication): Indeed OSP interfaces a great deal with the Technology Licensing Office. Our practice is to defer to TLO staff and policy in cases where the sponsor's requested intellectual property terms differ significantly from our standard. I agree with you that taking positions with sponsors that contradict this advice may cause delays un-necessary delays in negotiations. Therefore, if you have a specific case that you would like to discuss, I would appreciate hearing about it directly.		
O116	Educating the Community: Policy Comunication and Training	Lack of communication and support, unclear process steps, difficult to: process leaves (such as FMLA); hire staff,	Difficult to: process leaves (such as FMLA);	Better communication, quicker response to questions
O129	Educating the Community: Policy Comunication and Training	Human Resources & Finance - Policy Information. Not always easy to find policy information	costs time/ risk of errors	Policy look-up tool
O157	Educating the Community: Policy Comunication and Training	There are not enough training opportunities for staff.	AOs in the DLCs become overloaded because there are not opportunities for their staff members to learn new skills and systems. The AOs must complete the work on their own, or take large chunks of time to traing individual staff members.	AACII presented suggested improvements to the Provost and EVP on this topic in 2008. AACII should have a copy of the recommendations.
O158	Educating the Community: Policy Comunication and Training	Professional Development Opportunities	Ineffectual marketing of HR Professional Development opportunities causes missed opportunities for training	Opt - in/out notifications; personal development coach
O159	Educating the Community: Policy Comunication and Training	Visiting Professors. Process for hiring and getting visiting professors on board is ambiguous. Setting them up with office space, keyes, ID #'s, email, etc. is not a documented procedure. The sequence of events in getting them set up with Stellar sites, library materials, etc. is also not documented.	Admin is left to try to figure out what the process is every term, and is left out of the loop as far as where in the process the new person is.	Manual could be written with timelines, clear ly designating responsibilities.
O160	Educating the Community: Policy Comunication and Training	There is a lack of orientation for new employees about how administrative process work and the resources available to help them do their job as efficently as possible. Although there are different programs there is no coordinated way to make sure that this information gets to the right people. In addition there is no information clearing house for current employees about all of the admistrative processees.	Employees are placed in their jobs with out any guidance about the resources available to help them be successful. Many times this situation leads to frustration and friction between DLC's and central administrative units.	Many people feel that theBusiness Liason Team (BLT) modell used in the past was the ideal organiztion for this task.

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O161	Educating the Community: Policy Comunication and Training	Proper training plans and supporting documentation do not exist for many central office functions (IS&T, VPF, DOF).	Time lost looking for knowledge repositories (human or other); time lost because of un-trained or under-trained users struggling while trying to perform their job functions; time lost by senior level employees executing "just in time, at the desk" training of subordinates or juniors; time lost by support personnel researching the same issues over and over.	Formalize materials required for training purposes; assign people to complete documentation; central respository for training documentation; periodic review of same in light of role changes.
O162	Educating the Community: Policy Comunication and Training			Might it be possible that some senior and experienced folks have already done up "how to" guides of their own that they might be willing to share with the broader community? Could we survey for this and post the info somewhere easy to access?
O163	Educating the Community: Policy Comunication and Training	staff: required training; message boards; Jr. Faculty and postdoc training		
O200	Educating the Community: Policy Comunication and Training	Because we need to ensure everyone is heard and agrees with proposals, we have large meetings on even non-controversial topics.	This uses time inefficiently and takes people from other tasks resulting in increasing the costs of those tasks. Difficulty in finding available meeting rooms and traveling across campus adds to the costs.	For non-controversial issues, don't solicit input. If input is needed use email, conference calls, WebEx (or similar product), video conferencing or other technology; only invite those who are needed to provide information and make decisions, publish notes to anyone who needs to be informed but isn't needed for a decision.
O203	Educating the Community: Policy Comunication and Training	It's never enough to have good organizational tools--you need your organization to buy into them.	It's dawning on me that the primary obstacle to most process streamlining/cleaning here would be cultural. Even if we did have very nice central data stores or codified standards of practice, whatever, it wouldn't be enough. People would have to be aware of them and familiar enough with them that the first place they think to look is indeed where the answer is.	
O216	Educating the Community: Policy Comunication and Training	Right now there is quite a lot of manual labor involved. DLC's receive a package of DACCA's once a month. Then they must sort through the stacks to divide them by PI as they come sorted by account number. Many DLC's then need to run them through a printer or print out a separate instruction sheet indicating where and when they signed sheets should be returned. Then print out labels, stuff a whole bunch of envelopes, and mail them out. Since they contain confidential information this is usually done by a higher level administrator. After some period of time, if DACCA's have not been certified, the DLC admin has to generate them again. This means either emailing the VPF to reprint and resend those sheets, printing each DACCA one at time from the certification web page or using some Brio query report (Which to my knowledge, does not exist in a simple to use form. The one available generates an entire DACCA set for a given department). Each way of reprinting the DACCA looks different, which can lead to some confusion. Then the entire process repeats itself.		1) Make simple reprinting of DACCAs, that look EXACTLY like the ones the come from the VPF, from a website. A DACCA should always look the same to a PI. 2) Allow DLCs to choose how they want DACCAs sorted, by Account number, by Supervisor, By Addressee, etc. 3) Include a preprinted instruction statement that has a return by date and where the DACCAS should be sent to. 4) Send DACCAs directly to each Supervisor for certification, eliminate the need for DLCs to sort and remail them. 5) Eliminate all paper DACCAS. Make account Supervisors certify their salaries on line and eliminate the certify by proxy. This would likely require another mechanism for reporting errors and changes to the correct DLC admin.
O217	Educating the Community: Policy Comunication and Training	DLC's are provided with 1 copy of Quarterly DACCA'S per Profit Center, sorted in numerical order.	Takes DLC staff considerable time and effort to re-sort by PI	Send 2 copies of the DACCAS, 1 numerically and 1 by P.I.'s

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O252	Educating the Community: Policy Comunication and Training	The cost sharing policy as it relates to drafts from cost objects by OSP isn't being followed consistently.	When a faculty member has cost sharing, but is charged to an account that will be drafted outside his/her home department (such as when they hold an admin. position like department head) OSP is not supposed to authorize drafts from those cost objects until they receive authorization to do so in the form of a signature or email from the supervisor or addressee of that cost object. When this is not done, the addressee of the cost object is often not made aware of the draft and does not make a matching salary distribution change. This causes the original cost object to become overrun and the cost sharing account to be under-charged. I have tried several times to remedy this problem, but the breakdown in communications is still not fully fixed. This causes a loss in time by having to retrace which distributions where not changed and assure that late distribution changes occur and correctly match the cost sharing drafts.	The policy needs to be revisited and possibly redesigned. There should be at least a minimal portion of this done via the web with on-line records to allow those whose cost objects are effected to retrace what has been done easily and efficiently. There should also be some sort of check in place that prohibits OSP or CAO from drafting cost sharing funds from cost objects without appropriate authorization from the cost object supervisor or addressee.
O253	Educating the Community: Policy Comunication and Training	Most of the administrators and even some senior level administration is very unsure of the entire area of cost-sharing, from what sources are usable down to the routine maintenance for cost-sharing accounts and the DLC's interactions with OSP.		That is, there is very little formal training for cost-sharing even if there are materials online addressing the question.
O254	Educating the Community: Policy Comunication and Training	Cost sharing - Another process that seems long and a bit convoluted here at MIT. It cries for review.		Review the process
O256	Educating the Community: Policy Comunication and Training	Response Time/Staffing Levels/Staffing Quality. My rep recently left after having a baby, and at the moment, I do not have coverage for one of my departments. I think it might be time to implement a request-tracker system over there so that management can guage the response time and quality of response. I have multiple departments that I am responsible for, and may not wind up with one point of contact in OSP. Some of the staff are fabulous and responsive, and my tendency is to go to them directly, which isn't fair and doesn't help them address the issues. I think they need to define and announce clear goals such as: "All emails/call will be addressed within 24 hours". This doesn't mean that they will solve the problem within 24 hours...only thatthey've looked at the issue, identified a plan for acting on it, and acknowledged this with the client.	Effective Staffing Coverage	Using request-tracker system can alleviate and prevent the bottelnecks problems
O257	Educating the Community: Policy Comunication and Training	OSP has the policy of not guranteeing that proposals will be submitted on time if they are not received in OSP at least 5 days before the due date set by the potential sponsor. This policy has, and will be, upheld by the Dean's Office, however as of the Fall of 2008, OSP is not accepting any proposals less than 5 days from the due date without authorization by email from the Dean's Office. This involves a considerable amount of time for Dean's Office staff who have to read the requests from the department heads and write an email to OSP stating approval of the proposal being submitted less than 5 days from the sponsor's due date. This still does not guarantee that OSP will get the proposal out on time and adds unnecessary complexity to the whole proposal submission process.	The process as it is set up now creates a beaurocratic delay and extra work the goal of which should be achieved in a more efficient manner.	Since Dean's Offices will fully support the OSP policy if and when necessary, it seems that OSP should be accepting or refusing proposals less than 5 days from the sponsor's due date based on their availability to get the proposal to the sponsor on time. If it is a burden on OSP to get proposals out when received less than 5 days from the due date, they should state this to the PI and the Dean's Office will always uphold that decision. If this is not a viable solution, a more efficient and less labor intensive method should be designed for achieving the same purpose.

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O291	Educating the Community: Policy Comunication and Training	This occurs when one academic subject is given more than one number (e.g. 14.416J/15.416J) so that it can be part of a program in more than one department. It requires a considerable amount of time for two or three departments to check with each other every time a change is made or every time a class is scheduled to be taught. And if one department is not diligent about replying to messages, no changes or decisions can be made.	It requires a considerable amount of time for two or three departments to check with each other every time a change is made or every time a class is scheduled to be taught. And if one department is not diligent about replying to messages, no changes or decisions can be made.	I think each subject should have one number. If a student in one department wants to take a class in another, (s)/he should simply take the class in the second department, provided that it is approved by the student's registration officer.
O315	Educating the Community: Policy Comunication and Training	The other pet peeve we have with the Travel Office concerns foreign travel. Many (most?) of our grants/contracts require that foreign travel get "pre-approved". We always get this pre-approval from the funder, and then when we send the travel reimbursement paperwork to the Travel Office, we attach a copy of the email from the funder that approves the travel. But the Travel Office still (for some reason I don't understand) contacts OSP to find out if the travel reimbursement can be approved (even though they can see that funder has approved it). This adds time and hassle to the process of reimbursing travel. If the OSP rep is busy and doesn't get back to Travel right away, Travel will send the paperwork back to us again saying it wasn't approved (even though the funder approved the travel weeks ago!). Then we have to call our OSP rep, make sure she has time to talk to Travel, send the paperwork back to Travel, and hope that Travel and OSP can connect in a timely way. This feels like a complete waste of time, when the funder has already approved the travel!!	time sink/inefficient process	
O327	Educating the Community: Policy Comunication and Training	The one office at MIT that we seem to "struggle" with on a regular basis is Travel. I'm sure they are operating under a directive from someone (internal audit perhaps?), but the amount of time their office, our office and/or OSP spend reviewing, checking, going back and forth over minor expenses (often under $25) is ludicrous. We'll sometimes spend hours trying to track down a replacement $10 receipt - not a good use of time in my opinion.	poor use of time	It seems to me that a certain amount of "risk" could be deemed acceptable when it comes to Travel - e.g., we're only going to worry about expenses over $100.
O330	Educating the Community: Policy Comunication and Training	Business travel on research projects: If an MIT traveler charges for food during a conference, for example, and the MIT traveler has non-MIT participants, the meal is coded as 421000.	Causes problems during closeout as 421000 is generally unallowable on research accounts.	OSP and Travel Office should work together to determine what can be done.
O4	Educating the Community: Policy Comunication and Training	IS&T internal - Expense approval/Budget. Budget authority is at a relatively high level. Approval limits are not clear.	Delays are experienced while approval is sought; there is little latitude to purchase tools and other small items that would improve team effectiveness or reward the team. Not knowing current budget rules and limits creates uncertainty and differences between groups. Having to go to a higher level for approval of an expense because the cost is "almost" to the next level results in delays, confusion and distrust.	Give all levels including leads and supervisors a budget with guidelines then hold them responsible for managing it.
O5	Educating the Community: Policy Comunication and Training	Limited SAP requisitioning	For interdepartmental cost sharing, unable to process REQ with multiple department accounts. Support staff unable to create a REQ for their Professor that is a general departmental expense. Such as course supplies. Not flexible, limits support staff from creating Requisition on accounts they are not authorized on, but are assisting or working on a project	All employees should be able to process a REQ without having authorization on the account and it would forwarded to appropriate authorizers

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O50	Educating the Community: Policy Comunication and Training	LaVerdes appears to be a privately run shop. On top of that, it is obscenely overpriced – everything from food to cosmetics costs almost twice as much as they do at stores like CVS and Shaws.		Re-evaluate relationship with LaVerde's. Would it be possible for MIT, over the next year or two, to somehow replace LaVerdes with a MIT-owned convenience store? If a MIT-owned store still overcharged, at least a high percentage of the profits would benefit MIT directly.
O51	Educating the Community: Policy Comunication and Training	Insurance relationships. I don't know much about our insurance processes, how decentralized they are or what our various insurer relationships are like. But this is a big place with a sizable risk history (assuming it's not being managed in Excel spreadsheets somewhere)--there might be opportunities here to bargain for rate reductions and/or explore self-insurance programs (also, we are right next to Vermont, captive insurance capital of the US, as an example).		Re-evaluate insurance relationships:
O53	Educating the Community: Policy Comunication and Training	No incentive other than altruism for an individual at MIT to save energy on heating and lighting, or to help minimize space usage.	Lack of accountability	To get big savings in these big budget categories, there need to be positive incentives for those who use less energy or use less space ... that's probably the only way to get savings at the individual level. This would require some type of major accounting reorg and use of measurement equipment. The bottom line, though, is to achieve big savings everyone, from students to administrators to faculty, I think everyone needs a personal institute budget of some sort, and individuals need to feel that they personally benefit if they save energy costs or space (relatively to others).
O55	Educating the Community: Policy Comunication and Training			Energy: Our energy expenditures are probably quite daunting from the lights to the fleet of vehicles and beyond. There are probably a number of projects that would significantly reduce our consumption. They'd be large-ish investments, certainly, but even with conservative budgeting/forecasted trends you could probably find a number of +NPV projects among them. On top of that, I know there are currently a number of tax incentives for it (and probably more forthcoming); the Institute could be essentially double-dipping on savings here.
O6	Educating the Community: Policy Comunication and Training	Vendor approval for projects. The timeframe for vendor approvals for projects usually takes considerable amount of time.	When the approvals are delayed, we are left with the decision to either delay the project start or ask the vendor to start work without a contract. That could put the project schedule in jeopardy.	It would be useful to somehow streamline the process. If we had complete information about what's needed, we could provide the procurement group with more information before the contract reached their office. Also, if we had guidelines with specific timeframes from the procurement office about their process, we could schedule better and be able to set expectations.
O85	Educating the Community: Policy Comunication and Training	Every MIT department needs meeting space at times, some more than others. Small administrative departments like ours do not have our own spaces in which to meet as a staff, with other staff, or to hold our programs. Finding such space is always a time-consuming, sometimes frustrating chore, partly because many of the most desirable conference spaces on campus are controlled by academic or high-level administrative departments.	Inefficient use of time.	Use a central online system for checking availability and reserving times in conference rooms. Centralizing the scheduling of all conference rooms through a single website and staff person would reduce time and frustration both for those who seek space and the many departmental staff who have to answer repeated phone calls about availability.
O86	Educating the Community: Policy Comunication and Training	Many student organizations hold meetings in classrooms and/or use booths in the student center or lobby 10 to promote an event.		There should be a simple, online way of booking a classroom or booth.

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O96	Educating the Community: Policy Comunication and Training	CAO web-site: FAQS section, educating staff on financial operations:basic information that crosses sub-depts in CAO is not really covered; what is covered becomes a long list of questions	wastes time to go through text and/or staff must call to get answers. Qs then get answer for 1 person each time.	categorize FAQs further; create a workflow flow charts to visually show intradepartmental operations eg payment process which includes RFP, Procard, PO or deliniate elements of a JV give examples of the reasoning text
O97	Educating the Community: Policy Comunication and Training	Human Resources & Finance - Policy Information. Not always easy to find policy information	costs time/ risk of errors	Policy look-up tool
O98	Educating the Community: Policy Comunication and Training	Paying Honoraria to International Visitors. I was never able to find any evidence online in the Accounting or Travel web pages that said that WB or B1 visas are really necessary to pay honorarium and/or travel expenses to guests from visa waiver countries.	I had to spend a lot of time getting the international guests to understand they had to get the WB or B1 visa, even though such a visa is not required for them to come here.	Can we find out if it is is really necessary to require guests from visa waiver countries to have the WB or B1 visa if we pay them honorarium or travel.
O99	Educating the Community: Policy Comunication and Training	Difficulty finding information and Policies & Procedures	Time consuming	*A QUICK, condensed, user friendly Reference Guidebook with Procurement, Accounting & Travel information and Web site address's to detailed information and resources.*
O38	Educating the Community: Policy Comunication and Training	Difficulty obtaining backup from cardholders and enforcement of taking away cards from repeat violators.	Waste of time	Card Office should be clearer about the impact of violations and when a card can (or will) be taken away.
O243	Desktop printing reduction and management	The Institute maintains a high volume printing service within IS&T for such things as monthly SAP statements, payroll certifications, etc. Copy Tech Centers also have the capacity and expertise to handle high volume printing for MIT wide purposes		Establish one departmental printing operation on campus.
I101	Desktop printing reduction and management	I agree with your gripe about the extra paper wasted when printing in SAP.		The best solution to that is to recycle the excess paper.
I104	Desktop printing reduction and management	Cost of printing MIT materials.	The amount of paper junk mail that gets sent around, including fancy designed brochures, is shocking.	More than opt-out, we should have stringent budgetary requirements on the amount of money that programs can devote to internal publicity.
I105	Desktop printing reduction and management	I get high-end brochures for students who graduated over a year ago.	This is a huge waste of paper, printing services and time.	End them, end the mailings now, today....
I106	Desktop printing reduction and management	It seems that a LOT of paper is being wasted with the printing of papers/books/flyers, etc.	My office get 75 copies of Tech Talk and maybe about 4-5 people actually read it. Most people use the online directory to look up numbers and addresses on campus.	Why not look into printing less copies of these and the all campus mailings could easily be seen in an email instead of paper - Artists behind the desk, Arts and Crafts, exhibitions and such - send 1 or 2 posters to be placed in the office area instead of a paper for each individual.
I107	Desktop printing reduction and management	I must receive at least on piece a week for something that could be sent via e-mail, or posted on the web.		Use electronic options.
I108	Desktop printing reduction and management	Technology Review		Make the Technology Review available online only to alumni as a default. Require special request (and maybe even payment) to actually get the printed version.
I109	Desktop printing reduction and management	Technology Review	Many of us have no interest in Tech Review and would be very happy to only receive the alumni magazine part of it.	Let us choose whether we want the entire kit-and-kaboodle or only the alum magazine, and whether we prefer paper or electronic versions.
I110	Desktop printing reduction and management	Technology Review	(Comment) Likely Tech Review gets high ad rates due to the MIT alum base. So dropping subs to alums may save print and mailing costs but may also reduce ad revenue even more.	Better might be to allow alums to opt in or out of the TR section, the MIT section, or all of it. This may even raise the ad rates since the sub base is more targeted and likely to read the pub. Plus it saves print and distribution costs and paper of course.
I111	Desktop printing reduction and management	Large glossy publications such as Technology Today, Spectrum, MIT Medical newsletters, etc. can be published exclusively online with email announcements.		Publish online with e-mail annoucements
I113	Desktop printing reduction and management	SPECTRVM (stop printing)		Put it on the web! Send an electronic copy!
I114	Desktop printing reduction and management	SPECTRVM (comment to stop printing)		(Comment) SPECTRVM is on the web if you follow this link: You can opt-out of receiving a print version by emailing SPECTRVM with your request: spectrum@mit.edu

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I115	Desktop printing reduction and management	Technology Review	(Comment) I suspect the reason why Tech Review is sent out has to do with its effectiveness in soliciting donations. So, not sending it out would kind of defeat that purpose.	
I116	Desktop printing reduction and management	Every time a new issue of "Technology Review" comes out, my living group at MIT receives a big box of the glossy, colorful magazines, which make their way to the trash soon after.	It seems wasteful and expensive to send out these magazines to students and alumni who aren't going to read it, or would prefer to read it online.	At the very least, only send one per residence.
I118	Desktop printing reduction and management	Unwanted materials	(Comment) So many books end up having to be recycled. It would be great to get a much more accurate number of printing needs. We'll know that people will want and use the books they get.	
I119	Desktop printing reduction and management	Many things are mailed to peoples' homes and to interdepartmental mailboxes.	This costs the Institute money with time, postage and man hours as well as being bad for the environment.	Send electronically or set up site to to obtain payroll check stub, and MITAC flyers.
I121	Desktop printing reduction and management	Printing and distribution of unwanted MIT information.		Create a page on SAPweb Self Service to allow people to opt-in to select only those publications and announcements they wish to receive. The list could include the course catalogue, the phone directories, Spectrum, Tech Talk, the IS&T newsletter, announcements from List, the Center for Work, Family and Personal Life, MITAC, and others. Such a facility would eliminate the need for departments to maintain their own mailing lists and would ensure that office addresses are up to date. It also would allow them to quickly--and more accurately--estimate print runs. The default could be that no one receives anything unless he/she requests it.
I122	Desktop printing reduction and management	I have a quick suggestion for how to save costs: I routinely get attractive glossy publications from MIT (sometimes only a short card) advertising the latest lecture series or program popping up somewhere on the MIT campus.	The vast majority of these things are not of direct interest to me.	It strikes me that a significant amount of money could be saved if this type of information were posted electronically. Caltech recently made a transition of this kind in how it disseminated information, and it was very effective.
I123	Desktop printing reduction and management	Printing and distribution of unwanted MIT information.	(Comment on suggestion to create Opt-in option on SAP-web) If such publications become opt-in only, many interested people will miss out because they didn't know about the opt-in option.	A centralized opt-out option could be very useful.
I124	Desktop printing reduction and management	Comment on opt-out methodology	Maintaining the opt-out list would require a lot of someone's time, energy, and money in setting up and maintaining both the opt-out system and the communication with the community about how to opt-out.	Instead of opt-out, let's just put restrictions on mailings. This would cut back on printing and designing costs, reduce the burden on MIT's internal delivery service, etc.
I72	Desktop printing reduction and management	Cost of paper for applications and advertising.		Use the web more.
I73	Desktop printing reduction and management	Cost of printing MIT materials.	(Comment) Same goes for print course catalogs, in my opinion. Who actually uses these?	
I74	Desktop printing reduction and management	Cost of printing directories.	(Comment) In the past 3+ years I've been here our Departmental Office has never received any phone books. I presume this is already in place.	
I75	Desktop printing reduction and management	Cost of printing MIT materlals.	(Comment) While opting in sounds like a good idea, I think it has to be an all or nothing situation. I am assuming the majority of the costs of producing the printed directories, catalogs, newpapers, etc. is the set up costs. The cost difference between printing 100 books or 1000 is probably not that much compared to the cost of printing none.	
I76	Desktop printing reduction and management	Cost of printing directories.	(Comment) MIT doesn't pay to print the directories; they're funded through the advertising sold by the publishing company.	

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I77	Desktop printing reduction and management	Cost of printing directories.	(Comment) I completely agree. In our mail room, there are boxes of institute phone books that are just going to waste. I pick a couple up for my office just to feel like they are not completely wasted. I never use them, though I have seen people look up phone numbers in them.	It seems that printing a much smaller number of faculty phone books would suffice.
I78	Desktop printing reduction and management	Cost of printing directories and catalogs.	(Comment) My office produces the phone books and catalogues, and I agree. To clarify a point regarding the phone books, MIT doesn't pay to print the phone books; the printing cost is paid for by the sale of ads by the directory publisher. Though we have reduced print runs several times in the past few years, we still have too many left over at the end of the year.	An opt-in system could be put in place on SAPweb, through which people could choose to receive only those publications they need. TechTalk and Spectrum could be included in the list, as well as regular mailings by MITAC, IS&T, CWFPL, List, and others. Each year, when we are asked to verify our personal information via SAPweb, we could update our opt-in preferences as well. Mailing lists could be generated from there.
I79	Desktop printing reduction and management	Cost of pritinting directories.		1) Distribute only to people who actually use them instead of to everyone. 2) There should be a signup to receive phonebooks, and printing should be done only in the range of requests.
I80	Desktop printing reduction and management	Each living group receives a large number of institute phone books and possibly still course bulletins, which both contain information that is extremely easy to find on the website (web.mit.edu people search and student.mit.edu).	These printed books are generally recycled or thrown away without being used, which is bad for the environment in addition to being a way of throwing away money that could be saved for printing costs.	Encourage use of existing on-line information.
I81	Desktop printing reduction and management	Cost of pritinting directories.	(Comment) Everyone in my building does a person lookup on web.mit.edu . If the print vendor offers a print-on-demand arrangement, it would be easy to print a conservative first run and adjust up, rather than overprint and adjust down next year.	Print a couple of copies for reach reception desk, plus to those who request it (opt-in).
I87	Desktop printing reduction and management	Paper invitations for department and MIT events	Hard copy invitations results in costs of printing, production, and distribution costs.	Retire paper invitations for department and MIT events in favor of free invitation services such as evite, pingg, or facebook. This would save a lot of human effort in managing events, RSVPs, and reminders.
I88	Desktop printing reduction and management	Paper invitations for department and MIT events	Hard copy invitations results in costs of printing, production, and distribution costs.	Maybe consolidating all the invites on a public portal page would also be a great thing as it would present all the events in a single location versus a batch of e-mails.
I89	Desktop printing reduction and management	All the mass mailings of printed post cards/flyers are a tremendous waste.	Most of this stuff is tossed (or hopefully recycled) immediately.	If it is necessary to communicate to all members of the MIT community about an upcoming event a simple email with an embedded url or attached .pdf would suffice.
I90	Desktop printing reduction and management	I get almost literally TONS of junk mail from other MIT offices (e.g. paper lists of training opportunities that I can access through sapweb, MITAC fliers).	I have tried on several occasions to get myself off of these mailing lists and have been repeatedly told that offices simply request a list of all employees and addresses from mail services, so I cannot remove myself from the list. When I have called mail services, they have claimed that they cannot maintain separate lists of employees for work/MIT policy related mailings as opposed to unsolicited event/project/departmental mailers.	Surely, if the federal government can manage a nation-wide opt-out phone/mail lists, MIT can manage an opt-out list for interdepartmental mailings. This would substantially reduce mail services work load, I would think, as well as supporting the Institute's environmental priorities.
I91	Desktop printing reduction and management	The amount of mail we get for internal communications is huge.	Costly	Reduce printed mailings to only legal requirements; I'm sure MIT would save a ton of money.
I95	Desktop printing reduction and management	I pick up and deliver mail for my department of about 100 people including faculty, post doc, visitors and graduate students. What a waste of paper and $$.	I have tried to remove former visitors from mailing list to no avail.	1. establishing a web page to remove people from master listing for hard copy mailing within MIT, after they leave or are not interested in receiving these mailings. 2. Stop all the hard copy notices from various department from invitations to function, notices like MITAC, MIT medical updates, etc. 3. Send emails of invitation to various functions. 4. Departments should set-up web-sites for opt-in options for publications/announcements,etc.
I97	Desktop printing reduction and management	As an alumna I'm getting information on my upcoming reunion by snail mail.	I know there are people who prefer this but….. (see suggestions for improvement)	It should be fairly easy to set up a way for alums to opt-out of paper mailings and get everything electronically.

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I98	Desktop printing reduction and management	I get almost literally TONS of junk mail from other MIT offices (e.g. paper lists of training opportunities that I can access through SapWeb, MITAC fliers).	I have tried on several occasions to get myself off of these mailing lists and have been repeatedly told that offices simply request a list of all employees and addresses from mail services, so I cannot remove myself from the list. When I have called mail services, they have claimed that they cannot maintain separate lists of employees for work/MIT policy related mailings as opposed to unsolicited event/project/departmental mailers.	Surely, if the federal government can manage a nation-wide opt-out phone/mail lists, MIT can manage an opt-out list for interdepartmental mailings. This would substantially reduce mail services work load, I would think, as well as supporting the Institute's environmental priorities.
O188	Desktop printing reduction and management	Many students print thousands (literally) of papers from Athena computers (or their own in-dorm laptops) every month – psets, pset solutions, exams, exam solutions, lecture notes, reading materials, internet websites, etc. MIT should think of ways to control the excessive and oftentimes reckless printing.	Athena clusters also serve as a free paper shop to the many dorms, fraternities, sororities, and other living groups at MIT. This leads to very reckless and inefficient use of paper.	MIT should think of ways to control the excessive and oftentimes reckless printing. Furthermore, perhaps some Athena clusters could be closed on some days, as to limit the printers and computer in use
O229	Desktop printing reduction and management	Staff services and employee benefits. More information could be emailed and placed on the web rather than sending a printed brochure. For example: medical benefits options brochure and IS&T printed newsletters.	Cost of printing and paper, harder to find relevant information in these printed brochures and URLs need to then be typed in.	Could send electronic version (with special request for plain printed version for those who for whatever reason have difficulty accessing online).
O230	Desktop printing reduction and management	Spending what may be a lot of money on glossy, color print publications sent internally that may be of limited value.	Might be slightly more inclined to read it if received in the mail, but probably not worth the cost in terms of assembly, design, pringint, distribution.	Better might be a web document that has more long-term staying power and can be distributed via e-mail link. Give individuals an incentive to opt out of print and see what happens.
O231	Desktop printing reduction and management	Radically reduce the paperwork for MIT propaganda/news. Not everyone at MIT needs to receive a glossy new brochure every time some group starts a new initiative on campus. Make it electronic.		
O232	Desktop printing reduction and management	too much duplication when announcing events	time sink	eliminate generating posters
O233	Desktop printing reduction and management	Often I receive paper items in the mail that I never requested. MITAC is one example that gets sent to everybody on a monthly basis. It appears a large number of these end up in the recycling bin without being read	Waste of time, money and resources if people are never going to read these.	Give people the option to opt out of receiving items like these. Perhaps replace some items with electronic communications
O234	Desktop printing reduction and management	We continue to get tons of mail from people who no longer work here	We spend hours sorting mail; searching for persons no longer here; sending mail back with "return to sender" and the problems persist	Create an easier (online) way to inform mail services and/or USPS that people no longer work here--make it part of staff and students' exit process to file out a change of address card
O238	Desktop printing reduction and management	There is no need for a hard copy of the MIT Bulletin. All subjects are listed online and all updates should be featured online. This way departments and programs avoid discrepancies of subject listings. A hard copy of the MIT bulletin is outdated in the 21st century and just leads to confusion.	A hard copy of the MIT bulletin is outdated in the 21st century and just leads to confusion. Changes made after the deadlines are featured online. Online version of MIT bulletin should be one and only copy that students and departments should follow.	online bulletin for MIT subjects, MIT will save money by switching to online bulletins, MIT will be green and saving trees
O240	Desktop printing reduction and management	Too much junk mail	Time wasted distributing, open, reading, producing	Ask people to sign up for publications and offer versions online
O241	Desktop printing reduction and management	copying - why so many copies when all info is online, especially for classes	time consuming	post info and students make copies
O242	Desktop printing reduction and management	MIT Telephone books. Too much waste	waste of books and loss of money	have phonebooks requested per person online and then distributed to DLC's afterwards instead of the automatic order
O28	Desktop printing reduction and management	Constant ordering of checks takes a lot of paperwork. Then waiting for checks and sending them out.	Time and cost inefficient	online process, direct deposit, use SAP

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O272	Student Systems	Schedule manually collected and assembled by department two times a year. Each department has it's own process using tools and databases each has developed independent of one another and the Registrar. There is little coordination of information already submitted for the Course Catalogue, resulting considerable double entry.	Collection process is manual and labor intensive. Packets of information and subject info submittal forms are assembled for each instructor and distributed to each disciplinary to distribute to faculty. Each area assembles their schedule on paper and submit to HQ administrator. Administrator coordinates all departmental subjects to avoid critical conflicts and suggesting classrooms; submits to Registrar on paper after having entered all the information in Dept. database. Schedule is listed on Departmental websites as well as Intitute sites. Dept. are able to provide more detailed information important to student. Subject descriptions are submitted in multiple locations (Online Catalogue, Dept. website, Stellar, Hass-D Guide, CI Requirement website, etc.) and are not always consistant. Registrar's system does not allownotation of more than one instructor per subject.	Subject information is centrally stored within a flexible system that is accessible to departments and allows for departmental reporting as well as Institute reporting. Catalogue process and information is coordinated with scheduling process. Include visualization tools that allow different groupings of subjects to be projected, simplifying the process of spotting potential conflicts.
O273	Student Systems			Degree Tracking - took a paper intensive system for tracking degree applications, thesis titles, commencement and hooding attendance, etc. and made it web-based, and real time.
O274	Student Systems	Undergrad Majors tracking system		Michel Goemans' undergraduate majors tracking system would be good for all. Our IT/Web person, Justin Radick, is looking at its workings now so that it can be run without Michel himself.
O275	Student Systems	Course VI Undergraduate Office Forms. Many department forms (e.g. Approval and Completion forms for Independent Study, M.Eng Proposal and Final Grade Forms, and 6.920 Curricular Practical Training Proposal and FinalReport Cover Sheet) are on multi-carbon paper.	Multi-carbon forms are expensive and can't be changed as processes change except by discarding old ones and re-doing new ones. Multi-carbon forms have to be mailed or carried around, which takes time causing high failure rates.	These could be put on-line and copies sent to the appropriate people online automatically rather than on paper.
O276	Student Systems	Various different Institute Petitions (e.g. Grad, Undergrad, several CAP forms, Communication Requirement, double-majoring) are each located on different websites or are just on paper, and then require different processes.	Complex, confusing, expensive, labor-intensive, requires vast knowledge base.	Could be handled online, not just downloaded from the web onto paper. All petitions could be linked to one website, as well as appearing on their individual office's website. An online process would save time and be more efficient and uniform.
O277	Student Systems	HASS Concentrations and minors. Undergraduates must come to a departmental office and fill out a quadruplicate form indicating that they are proposing a concentration or minor. In most departments or sections a faculty member approves the program of study and then sends the copies to their appropriate destinations (1 for dept. office, 1 for HASS Office, 1 for student's advisor, 1 for student). When the student has completed the concentration or minor, (s)he must return to the departmental office with a grade report that proves that the classes were taken and passed. He or she fills out a completion form (also quadruplicate and distributed to the same offices as the proposal form) that is signed by the concentration or minor advisor.		Streamline and handle online. A student should be able to propose a concentration or minor online and send it to the concentration or minor advisor for approval. If the advisor wants a face to face meeting with a student, he or she could request it. Otherwise, it would not be necessary for the student to come to the office. The system should be tied to the Registrar's database so that when a student completed the approved subjects, the Registrar would note that the concentration or minor was completed.

Appendix 8: Categorized list of candidate ideas

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IDEA #	Category	Description of the Problem	Negative Impact of the Problem	Suggestions for Improvement
O278	Student Systems	HASS concentration and minors. HASS Education Office Administrative assistant manually enters information from concentration (proposal and completion) and minor (application and completion) forms into MITSIS and files paper forms.	On average, this takes one hour a day and at the beginning of a semester it can take all day for the better part of a month. It is important to note that concentrations are part of the GIR so every single student has to submit forms to this office. Minors are optional so there are fewer forms but they are more complicated to enter. In one year, excluding the summer, these processes probably take around 400 hours, based on a 7-hour work day and assuming a total of around 232 days (1624 hours) a year. By this rough estimation, nearly a quarter of the year's work is with these forms.	This process would be much easier if it were digitalized in some way. Advisors should still meet with students but instead of dealing with paper forms there could be an online or digitalized form linked directly to MITSIS. Advisors could approve specific classes and have MITSIS montitor students' progress directly, instead of relying on forms that are often overlooked. The HASS Education Office could continue to check and verify the forms but it would take a fraction of the time.
O279	Student Systems	Requests for unofficial transcripts, official certifications of enrollment and degrees are through paper	Waste of paper and time	Make online requests available
O284	Student Systems	Paper checklists are received by hand from students, then data is received from the Registrar and a program is run to compute special technical gpas. Professor Arthur Smith makes decisions, and letters are run.	Inefficient, unintegrated process.	Entire processcould be done online.
O285	Student Systems	Many departments are recreating on-line application reviewal systems in dozens of different iterations; Need one compatible system across all departments	Unnecessary effort and expense in creating new systems. Paper based systems are expensive for department and applicant, current online admissions system malfunctions.	
O287	Student Systems	Lack of a centralzed (MIT-wide) electronic application process	Save time at the department level	
O288	Student Systems	Central admissions could take better advantage of electronic systems	inefficiency	
O289	Student Systems	Every school has its own forms, etc.	time consuming	with peer institutions, establish a common, electronic application procedure for engineering graduate schools
O290	Student Systems	On-line systems not in place	Delay, extra work,	Accept transcrips electronically and transfer decisions electronically from departmental database to Grade 20
O301	Student Systems	Time consuming for departments. General questionaire may not capture helpful information for a particular department. Student response rate is low.	Have to enter faculty information into several systems (MitSIS, WTW) Time consuming to distribute & collect from faculty.	On-line evaluations.
O280	Student Systems	Grades submitted manually. Hardcopy grade sheets are printed by Registrar and distributed to each department. Department organizes grade sheets and distributes them to their faculty along with numerous reminders of deadlines with instructions. Faculty fill in grades and returns hardcopy to Department. Department maintains a record of the grade sheet and submits them to the Registrar. Registrar inputs grades into MITSIS. Process occurs four times a year.	Labor intensive and antiquated system. Requires staff from the Registrar to print, organize and deliver the grade sheets to departments. Departments make additional copies and organize according to discipline groups and faculty, prior to distribution. Staff in each discipline area distribute packet to each faculty member making special effort to mail or fax to those who are not on campus. Faculty must fill in grades, sign and return to area assistant who return to Department administrator, who checks for errors, makes copies for the Department and submits to the Registrar. Registrar manually enters grades into MITSIS. Faculty are advised NOT to submit grades via email because of student privacy policies, but they do anyway because of the inconvenience of the paper system.	Faculty and administrators submit grades through a secure electronic system.
O281	Student Systems	Inefficient system.	Time consuming for department. Lots of unneccesary paperwork.	Faculty should be able to enter grades electronically.
O282	Student Systems	To much work to run around after faculty.	Faculty view the grading process as though it is someone else's responsibility	Have faculty submit grades online
O283	Student Systems	Course grades should be submitted electronically, directly from the faculty member in charge to the registrar. This would save department administrative time, and unnecessary paperwork would be avoided.		

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O299	Student Systems	Inability to generate reports and change more of the data in the Registrar's database. This was also part of the Student Services Vision Project that was dropped.	We receive data from the Registrar at the moment by having Dave McNeil WALK over a CD. We can't order data on line -- it has taken weeks of requests and reminders to get data we need for our processes, wasting time and causing delay. We have to walk paper grade sheets to the Registrar, and pick up print-outs from them frequently.	Institute database where we could download data online ourselves, and post data (grades, student and advisor information) ourselves.
O45	Student Systems	Paying Visiting Students via RFP.	Lots of errors, delays, and stop-and-reissues.	Move to on-line system sooner rather than later
O302	Student Systems	Support staff don't have access to the electronic proposal submission	Faculty supervisors cannot designate a proxy to handle the administrative aspects of the UROP proposals. This causes significant delays in processing them, which in many cases results in students not getting into the system in time to be paid. Also, it is very time consumming for the UROP coordinator who has to follow up with multiple faculty and must communicate to fiscal staff.	Give support staff access to the forms so that the administrative follow up is handled in an expedient way and there are fewer steps involved in the process.
O226	Student Systems	Payroll: unable to edit per hour wage and location of students for payroll purposes.	Errors and sorting through multiple records. E.g. Sort through 75 records when only 35 are valid.	Ability to correct / edit records
O227	Student Systems	Can not see the hourly rate on the time sheet. I would like to see a site on the time sheet itself where we could download the pay to date… …	This would be a time saver rather than going back to View Time sheets … Most helpful when checking UROP funding and pay to date for UROPS	
O300	Student Systems	Centrally stored data is not sufficient to meet departmental needs. The requirements of the departments are not stored anywhere centrally, so departmental shadow databases abound. As for some of the things that departments track, that presently are not tracked centrally, some EECS examples include the following. Every MIT academic department would have a similar, but different set: General Exam (TQE and RQE), SM thesis proposal submitted, SM thesis title, SM degree awarded date, Minor, PHD thesis proposal submitted, PHD thesis title, PHD thesis defense date, PHD thesis committee, PHD degree awarded date,Teaching Requirement met?		If a central system could be deployed, it seems like a customizable module could be added for departments so that they could track their specific data on the central system.
O225	Student Systems	PI's (or their admin assistants) are supposed to be signing off on UROP timesheets. Often times in our department the UROPs are being supervised by RAs and their hours are not being adequately overseen.	Potential for falsification of UROP hours (lost learning time and funds). There is a lot of confusion for admin assistants. They are being asked to perform a duty that they can't adequately oversee.	Give RA's the signing power for UROP timesheets. At the least give them access to the UROP database /web access to timesheet data for review. Providing admin assistants access to the database would also be beneficial so we have a solid idea of how many UROPs are working in the group and what their projects are.)
O292	Student Systems	Antiquated, not easiliy available. Some billing, but not all. Some rosters, but not all.	Partial, incomplete data. Forces the use of duplicate systems.	Update system.
O293	Student Systems	System is antiquated. Used for students but not for post doctorates.	Requires duplication and use of MITSIS and SAP.	Update system.
O294	Student Systems	Registration Forms have to be distributed to advisors and then students have to carry them around (they don't arrive reliably, get lost, and don't always work reliably).	Time-consuming papershuffling, lost forms, administrative problems requiring elaborate repair with petitions.	This was part of the Student Services Vision Project I was involved in last year, which was dropped when the financial crisis began. On-line registration would save a huge amount of work and improve efficiency.

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O295	Student Systems	Students register on paper. Manual entry of student subject information creating lots of opportunity for error, thereby creating the need to review and correct status of registration later.	Students pre-register online but register manually. Paper forms are generated by Registrar, distributed to deparatments twice over a period of one week. Departments organize by discipline areas and faculty and distribute to faculty. Students on hold, do not receive registration forms. Students meet with faculty and submit one part of the form to the Department and the others to the Registrar. Registrar enters each subject into MITSIS manually. Department manually enters registration status in independent database with no relationship to MITSIS.	Online registration
O296	Student Systems	Students can currently pre-register for MIT online; however the full registration is done in person and requires a manual process	Time consuming and does not make it easy for the student in getting acclimated to MIT; takes more of MIT's resources as well	Implement full electronic registration for students which make the process seamless for students and MIT staff
O297	Student Systems	Too much time spent seeking hard copy signatures		electronic course tegistration and elimination of reg days
O298	Student Systems	Inefficient and time consuming for departments and students.	Time consuming for department. Lots of unneccesary paperwork. Time delay in class roster lists for faculty.	Students should be able to do this on-line and have their advisors approve it on-line as well. If they can pre-register throiugh WebSIS, they should also be able to add/ drop, register, etc. this way.
O303	Student Systems	During the VISION Study project, Joanne Stevenson and Dean Briggs led series of workshops with students on specific processes, and the results are attached. Likewise, the same VISION team, along with Mary Callahan, led a series of workshops with staff and some faculty and generated the VISION Study. It's organized by function and to some degree process.		The link to the workshop reports is: https://web.mit.edu/stu-future/www/reports.html Mary Callahan also suggests using these documents for the task forces. Joanne and Dean might be willing to meet with the task force.
O310	Student Systems	Designating RA's as off-campus, and getting them correctly entered by Payroll	Errors in data entry resulting in incorrect overhead	Direct feed to SAP
O304	Student Systems	MITSIS/Web Grad Aid is not linked to SAP	All information entered into Web Grad Aid must be rekeyed into SAP resulting in many errors. IN addition it is extremely difficult to reconcile budget versus actual when you need to look at 3 systems (Web Grad Aid, SAP and Brio) which never have the same data.	Integrate Web Grad Aid into SAP and allow SAP to list individual salaries
O305	Student Systems	Data is keyed in by dept. & re-keyed in by HR-Payroll Service Center based on print outs	Data entry errors; missing/delayed appointments	Automate the systems so that MITSIS can feed into SAP-Payroll; add supervisor and degree fields
O306	Student Systems			Web Grad Aid - took the system for awarding graduate awards and appointments and made it web-based and more user friendly. Functionality was added later that incorporated a direct feed to Payroll.
O307	Student Systems	Payroll needs to re-key by hand all appointments that are processed by the departments	This can cause misktake and appointments not getting keyed in.	Direct feed to SAP
O308	Student Systems	Departments need to request checks cut when appointments are processed after cutoff dates	Students don't get paid until one month later	Checks should automatically get cut and students notified that checks are ready
O309	Student Systems	Payoll re-keying appontments	Duplication of effort, mistakes, delays	Direct feed to SAP