Office of the Executive Vice President and Treasurer

The Office of the Executive Vice President and Treasurer (EVPT) has described a vision of one administration working seamlessly across all administrative units and connecting closely with administrators within the Institute's schools and interdisciplinary research laboratories. The goal is to create person-centric administrative processes and systems with an improved user experience for the MIT community. Over the past year, EVPT has pursued a number of initiatives to begin to realize this vision and to lay the foundation for the future. The office has filled key leadership roles and has advanced programs to steward the Institute's resources and enable MIT's mission.

The areas under the EVPT umbrella include the Office of the Vice President for Finance; the Human Resources Department; the Audit Division; the Department of Facilities; the Environment, Health, and Safety Office; Information Systems and Technology (IS&T); MIT Medical; MIT Police; and the Office of Major Agreements. In addition, EVPT is now establishing the Office of Sustainability.

Enabling MIT's Mission

On February 6, 2013, president Rafael Reif shared his plans to launch the Institute-wide Task Force on the Future of MIT Education, and on April 3, the task force held its opening session. Executive vice president and treasurer Israel Ruiz and director of digital learning Sanjay Sarma are leading this effort as co-chairs. The task force comprises three working groups: the Working Group on MIT Education and Facilities for the Future; the Working Group on the Future Global Implications of edX and the Opportunities It Creates; and the Working Group on a New Financial Model for Education. Task force membership includes faculty representing all five schools, staff, and both undergraduate and graduate students, with approximately 50 individuals participating as members. A task force coordinating group comprises faculty, students, and staff representing the three working groups, and is designed to provide connectivity across the groups. Recognizing the magnitude and importance of the task force work, an MIT Corporation advisory group has been formed to provide insight, act as a sounding board, and help to engage Corporation members more broadly in these discussions. An alumni advisory group is also being formed. The task force expects to submit a preliminary report in fall 2013, with a final report planned for spring 2014.

Stewarding Institute Resources

This past year, EVPT adopted a new model for identifying and funding capital renewal needs. The Accelerated Capital Renewal (ACR) program will commit $250 million over three years to reduce deferred maintenance and prioritize large renovation projects, strategic building interventions, and critical needs. A steering committee helps guide and prioritize work in collaboration with MIT leadership. A new group designed to provide proactive stewardship of the Institute's facilities complements the ACR program. The Comprehensive Stewardship Group will shepherd MIT's newest and newly renovated buildings to maintain them and help them retain their capacity to further MIT's mission.

Renewed emphasis has been placed on campus planning to strengthen linkages with the schools, academic departments, and research centers; further enhance connections to the Cambridge community; and improve guidance for facilities planning for international engagements.

Strengthening Campus Security

This was also a year of coming together as a stronger community, as the Institute was overwhelmed by the tremendous outpouring of care from law enforcement, the nation, and the world in the aftermath of the Boston Marathon bombings and the death of MIT Police officer Sean Collier.

This past spring, EVPT had the opportunity to reassess MIT's emergency preparedness, emergency communication protocols, and network security practices. Improvements were introduced to our systems and procedures to ensure the safety of our community and the integrity of our campus. The Institute upgraded its emergency preparedness training program, revised its emergency communication protocols so that people can be notified within minutes of an emergency situation, and promoted enhanced participation in MIT's alert program. Together with the Information Technology Governance Committee, EVPT determined that practices could be modified to establish a higher level of resilience for MIT's network while accommodating the needs of faculty, students, and staff.

Transforming Experiences through Collaboration

In summer 2012, EVPT launched a series of experience teams—cross-functional collaborations among administrators at MIT. Each team is dedicated to enriching the overall experience of working at MIT by creating a solution, improving a service, or filling a void. A number of these efforts are geared toward providing key information to members of the community in personalized, timely, interactive, and intuitive ways. Teams are enhancing the administrative experience across the Institute in these key areas: hiring and professional development; personalized resources and person-centric systems; and administrative excellence. A soon-to-be-launched administrative systems hub called Atlas will provide a single online gateway to existing administrative systems and will replace the 16-year-old SAPWeb and SAPWebSS gateways. Over time, Atlas will allow MIT employees to access systems and work activities organized according to their specific roles and individual needs.

Informed by its work across the administrative areas and by ongoing feedback from the MIT community, EVPT has committed to an administrative systems roadmap with renewed focus on the user experience and meeting community needs. The roadmap defines a body of work comprising 11 programs that support the vision of one administration working together seamlessly.

Organizing for Success

Together, staff members across the administrative areas are connecting their individual talents to maintain MIT's campus, support the MIT community, and enable MIT's mission. This past year is marked by key hiring activities.

Anthony (Tony) Sharon, who previously served as assistant director for operations at Lincoln Laboratory for seven years, accepted the newly created position of deputy executive vice president (EVP), effective April 1, 2013. As deputy EVP, Mr. Sharon supports EVPT in leading the senior management team, oversees internal operations, and collaborates across the Institute to achieve cross-functional objectives and identify future needs. The newly created role responds to the recommendations of the IS&T Advisory Council to appoint an individual to lead EVP operations, to clearly articulate business needs that cross administrative functions, and to enable the organization to realize our vision of one administration.

Julie Newman, previously director of sustainability at Yale University since 2004, accepted the newly created role of director of sustainability for MIT, effective August 1, 2013. As director of sustainability, Ms. Newman will strive to integrate sustainability into all aspects of the Institute and will work to deepen MIT's position as a recognized leader for sustainability in higher education. She will be responsible for developing an expanded campus-wide sustainability program by leading, coordinating, and communicating sustainability efforts across campus, guiding sustainability policy, and mitigating the Institute's environmental impact.

A search has been launched for an individual to fill the role of vice president for Information Systems and Technology and to take the place of Marilyn Smith, who vacated the role of head of IS&T earlier this year. The vice president will lead change within the IS&T organization by providing a comprehensive technology vision in support of MIT's education, research, and administrative programs.

Deborah Fisher, the Institute auditor since 2000, is moving from the Audit Division to create and lead the MIT Office of Risk Management. In her new role, Ms. Fisher will be responsible for enhancing MIT's existing risk management functions and creating a comprehensive Institute-wide system of risk management. A search is now being conducted for an individual to fill the role of Institute auditor.

MIT's administrative areas are guided by a set of principles, themes, and overarching goals. The EVPT leadership team is committed to advancing administrative excellence and to supporting MIT's mission with outstanding service delivery to enable innovation in research and education for the Institute's faculty and students. The administrative units are dedicated to working together seamlessly as one administration to balance the needs of today with the Institute's evolving needs of the future.

Israel Ruiz
Executive Vice President and Treasurer