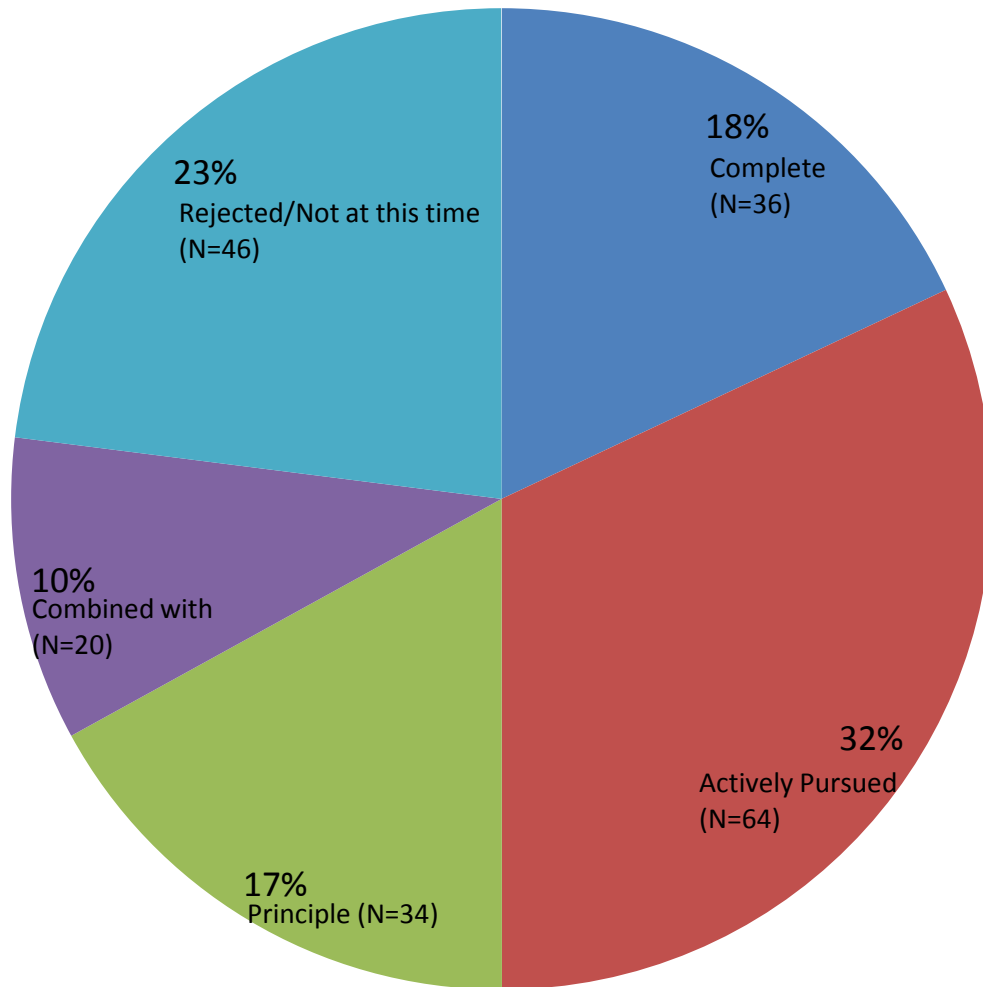


## Task Force Ideas - Current Status



■ Complete: The idea has been implemented (N=36)

■ Actively Pursued: Steps are being taken to implement the idea (N=64)

■ Principle: The idea will be adopted as an on-going operating principle (N=34)

■ Combined with: The idea was merged with another idea having closely related goals. (N=20)

■ Rejected/Not at this Time: The idea is no longer under consideration at this time or has been rejected because it is unlikely to result in cost savings or significant operational improvement, or it conflicts with MIT operating principles. (N=46)

<u>Working group</u>	<u>Number</u>	<u>Idea</u>	<u>Short Description of Idea</u>	<u>Recommended Action</u>	<u>Unit Leader's Response</u>	<u>Status</u>
Academic Education		<b>Accountability and Associated Metrics</b>				
Academic Education	1	Flexible metrics for measuring efficiencies	Academic units to measure and understand the resources utilized to provide education to both graduate and undergraduate students and draw upon that awareness to identify inefficiencies and adjust resources.	ASSIGN: Group 4 Education Model	Group 4 has developed a draft version of the "cost of education and research" model that is being finalized for submission to the Task Force Coordinating Team in late spring 2011.	<b>Combined with Academic Education #19 (Group 4)</b>
Academic Education	2	Improve understanding of faculty workloads	Academic units to measure and make transparent faculty teaching loads to ensure that teaching loads are fairly distributed and balanced with non-faculty teaching staff.	ASSIGN: PROVOST	The Provost will discuss the issue of teaching loads with the School Deans to determine how to proceed.	<b>Principle</b>
Academic Education	3	Program evaluation	Deans to begin an assessment of their various programs for continued relevance, quality and importance to the overall profile of the School.	ASSIGN: PROVOST	Such evaluations are addressed in part by annual Budget Documents prepared by each academic unit and by recurring visiting committees. The Provost will discuss the issue of program assessment with the School Deans to determine how to proceed.	<b>Principle</b>
Academic Education		<b>Higher Impact Action Steps</b>				
Academic Education	4	Increase productive faculty/student educational interactions	As an initial target, consider raising student to teacher ratio from 4.6. Currently: 1. There is a large variation in the expected standard teaching load for faculty across the Schools. 2. There is a large number of small classes (221 classes with less than 9 students per class). 3. Expectations of TA's is inconsistent across MIT. 4. TAs spend significant time creating new problem sets as opposed to standard problem sets that can be re-used 5. Significant barriers exist for cross-School teaching. 6. The 12 unit class is not always the optimal size of a subject offering.	ASSIGN: PROVOST	The Provost will ask school deans for information on faculty teaching loads in order to understand the variations. Classes with small enrollments can also be examined to see how these break down between required subjects and electives, and examine their frequency. More information will similarly be needed on TA workloads, including problem-set creation, again via the deans. Different departments require different types of effort from TAs, so it may not be straightforward to "regularize" TA effort across departments. More information is needed from the schools to address the question of barriers to cross-school teaching and the efficacy of 12-unit subjects.	<b>Principle</b>

Academic Education	5	Develop summer classes for GIRs and other courses	Use capacity of educational plant during idle period to increase revenue - This idea requires further study	ASSIGN: DUE/ Educational Opportunities Study Group	This task was assigned to the Educational Opportunities Study Group. That group has concluded that there is considerable potential for utilizing our educational plant during the summer. Several models have been considered and two are believed worth further examination: summer courses for high school students, especially rising seniors; and thematic subject offerings around focus topics such as energy, environment, sustainability, health care, developing world, and other topics. If this is to be pursued, a critical next step would be to conduct a market study to determine the scope of the opportunities.	<b>Actively Pursued</b>
Academic Education	6	Increase undergraduate enrollment	Increase the number of undergraduates by 10%, from about 4,200 to 4,600. Idea requires further study of impact, including housing analysis and financial aid impacts. The assumption is that the incremental teaching costs from additional students is very low for many subjects and for many departments.	ASSIGN: EMG	With the opening of Maseeh Hall (W1), we are able to increase enrollment from 4,299 in AY 2011 to 4,500 over a three year period. The issue has been studied and potential impacts have been identified, to be addressed appropriately.	<b>Complete</b>
Academic Education	7	Soften faculty salaries	a. Increase academic year salary distribution to research funds -- savings potentially shared between GIB and faculty discretionary funds. b. Shift January salary distribution to research funds -- savings potentially shared between GIB and faculty discretionary fund. c. Explore possibility of "returning" to faculty some portion of overhead funds collected on research beyond a certain volume threshold.	ASSIGN: VPR	The VPR will focus on clarifying our policies regarding the charging of summer salary and on allowing academic year salary charges where required or specifically allowed by the sponsor. The VPR has asked RACC to work on process for handling faculty effort distribution including tools for managing this process. The broader discussion on softening faculty salaries will be postponed to some future point.	<b>Actively Pursued</b>
Academic Education	8	Change RA tuition subsidy	Consider a reduction in the academic year tuition subsidy from the GIB from 50% to 45% (i.e., 55% paid from grants). Further study is required as to the desirable size of the graduate student and post doc population.	ASSIGN: VPR	The VPR recommends leaving the subsidy as it is. It is not clear that reducing the subsidy actually reduces costs to the GIB.	<b>Rejected/ Not at this time</b>

Academic Education	9	Cap balances in faculty discretionary accounts	There are approximately 375 endowed faculty chairs. Idea is to more tightly manage the funds provided to the chair holders as annual scholarly allowances by considering a reduction in the annual allowance and not allowing more than two years' allowance to be held in discretionary accounts.	ASSIGN: PROVOST	The Provost believes a reduction in annual allowances provided by endowed chairs would be counterproductive to faculty development. However, the benefit of managing more tightly the amount of funds allowed to accumulate in discretionary accounts will be explored.	<b>Rejected/ Not at this time</b>
Academic Education	10	Change drop/add dates	Move add- and drop-date earlier in the term or have them coincide on the same day to reduce fluctuation in class size during the term and resulting additional costs.	ASSIGN: DUE	The faculty control of the academic calendar via the CAP. The chair of the faculty referred this to CAP, which concluded that there is not sufficient support to proceed.	<b>Rejected/ Not at this time</b>
Academic Education	11	Modify faculty compensation	a. Freeze salaries or give a lower than usual increase for one or more years. b. Consider discontinuing contributions to retirement accounts after a certain age, perhaps tied to Social Security eligibility.	ASSIGN: PROVOST	MIT froze most salaries in 2009-10 and relatively low increases will be given for 2010-11. We need to balance savings against our need to remain competitive with peers. Regarding retirement benefits: stopping MIT contributions to employee retirement accounts based on a certain age would violate age discrimination policies.	<b>Rejected/ Not at this time</b>
Academic Education	12	TA Cost Abatement	Currently, roughly 600 graduate students receive financial support as a TA each term. In addition to stipends, TAs receive full tuition support. TA appointments and utilization vary widely among departments with regards to roles, responsibilities, expectations and reimbursement methods of TAs, highlighting the different methods of using teaching staff across the Institute. a. Match appointment and pay to actual TA effort. b. Consider providing every doctoral student with at least one semester of teaching experience for course credit in lieu of pay.	ASSIGN: DGE	Some departments have begun examining the idea of requiring all doctoral students to have at teaching experience as part of their graduate education. However, a more comprehensive review of the work load for TAs across departments and a discussion of equalizing these to a greater extent would need to be undertaken by the DGE.	<b>Principle</b>

Academic Education		Lower Impact Action Steps				
Academic Education	13a	Increase number of special students	Offer excess capacity in existing undergraduate class to the general public for a fee on a term-by-term basis.	ASSIGN: Group 1 Expanding Educational Opportunities	The Chancellor indicates that special students take a small number of subjects and pay full tuition (usually on a per course basis) unless they take more than three subjects. Each instructor must agree to have these students in his/her class, and they typically take seats that would otherwise be unused. These students require few services and contribute revenue to MIT. We do not anticipate changing our policies with respect to these students.	<b>Rejected/ Not at this time</b>
Academic Education	13b	Increase number of special students	Require visiting students who attend classes to pay.	ASSIGN: DGE	The response with regard to "special students" (as opposed to visiting students) can be found under Group 1 - Expanding Educational Opportunities.	<b>Combined with Academic Education #13a (Expanding Educational Opportunities)</b>
Academic Education	14	Eliminate Athena clusters	Use and importance of clusters has decreased now that 95% of students have laptops; certain clusters have very low levels of usage and should clearly be closed; others areas are still heavily used during peak hours and peak times of semester. Further study is required on how students and faculty actually use the Athena clusters before any drastic action is taken to close any of the heavily used clusters.	ASSIGN: <u>DUE/IS&amp;T</u>	<b>DUE Comments:</b> DUE and IS&T have set up a joint working group to suggest specific actions to be taken to reduce the costs of the Athena system. A working group has come up with plans to reduce unnecessary printing. This will save resources. Another committee to look at space issues is being formed.	<b>Actively Pursued</b>
Academic Education	15	Limit printing in Athena clusters	Reduce waste and promote "green" practice; consider a per-page printing fee to achieve result.	ASSIGN: IS&T/DUE	COMPLETED Implementation of CopyTech and Pharos infrastructure for hold-and-release and integration work in Jan 2011. Pilot underway for 7 public printers. Expecting transition for all remaining Athena printers by summer 2011. <b>Scope increase:</b> per working group recommendations, dorm printers and student library printers now included in project. <b>Partners:</b> working closely with UA- formed printing committee on policy and implementation decisions.	<b>Actively Pursued</b>

Academic Education	16	Centralize graduate admissions	Migrate all departments to graduate admissions system owned and maintained by EECS to streamline IT support and reduce the overall cost of maintenance.	ASSIGN: DGE	An analysis must be undertaken to determine if migrating to a common, paperless model (similar to one developed by EECS) is viable and effective.	<b>Combined with Admin Processes #9 (DGE)</b>
Academic Education	17	Reduce costs for alternative freshman programs	MIT currently provides three alternative teaching models for freshman: the Experimental Studies Group (ESG), Concourse, and Terrascope. Institutionalize these programs and create savings by: a. decreasing the number of Science instructors associated with ESG and Concourse by approximately 50% and substitute with faculty, making ESG/Concourse part of the normal departmental assignments b. consider disbanding Terrascope or integrating it with other alternate freshman programs or departments	ASSIGN: DUE	As part of the FY11 budget process, DUE and SoS gave the Freshman Alternative Programs a range of reduced budget targets. Collectively, the programs were able to reduce costs by 11% and stay viable. In order to reach this target, new arrangements for faculty teaching in these programs will have to made.	<b>Complete</b>
Academic Education	18	Enhance professional education	Currently, MIT offers relatively few educational programs that unequivocally bring in revenue. There are some professional masters programs and a small boutique program of short professional courses. Currently, the main beneficiaries of the revenue coming in from the Professional Education programs are the faculty instructors. Idea is to expand professional masters programs and professional courses to leverage the MIT brand and target students who would pay full tuition to the Institute. This idea requires further study.	ASSIGN: Group 1 Expanding Educational Opportunities	Group 1 agrees that MIT may have the capacity to increase professional or other special educational offerings through programs during the summer and perhaps at other times of the year, possibly through a combination of on-campus and on-line instruction. The Group has proposed that a working group be formed to explore potential ways to increase and/or develop these programs.	<b>Actively Pursued</b>
Academic Education		<b>Other Strategic Studies</b>				
Academic Education	19	Study and understand graduate education model	The work of the Task Force has shed new light on the activities of the Insitute and generated insights for how new efficiencies can be realized. However, this process has also raised new questions that require more time to answer. The idea is to research and model the finances and processes of the Institute to gain a better systems-level understanding of how MIT actually works.	ASSIGN: Group 4 Education Model	Group 4 has developed a draft version of the "cost of education and research" model that is being finalized for submisison to the Task Force Coordinating Team in late spring 2011.	<b>Principle</b>

Academic Education	20	Study impacts of graduate financing plan	Currently, many graduate students are admitted to departments for doctoral study with offers of funding that are only for their first year. The idea is to require departments to have a plan for supporting their doctoral students beyond the first year and optimally for four or five years, contingent on the student making good progress, possibly resulting in a smaller number of stronger and better supported students.	ASSIGN: DGE	The DGE has met with individual units and cataloged a number of units that provide multi-year offers to accepted graduate students by strategically controlled enrollment and underwriting the offers. The DGE will provide a forum for these Departments to discuss their practices with those that offer less support to their incoming students. The DGE is expanding joint multi-year graduate fellowships with the School of Science.	<b>Principle</b>
Academic Education	21	Right-sizing the graduate population	MIT and Stanford are the only members of the Ivy-Plus group with an uncontrolled (i.e. free to grow with research volume) graduate student population and MIT is the most dependent on externally funded research assistantships (RAs) of the Ivy-Plus Group. The idea is to understand the marginal cost of a graduate student for different types of students (e.g., Ph.Ds, S.M.s, M.Engs, and MBAs) that have different costs and revenues associated with them to understand the true costs of providing graduate education.	ASSIGN: DGE	Given MIT's decentralized admissions of graduate students, each department needs to be persuaded that "smaller is better." The choices by each department/program will be different depending on the preferences of their faculty and perceptions of long-term funding prospects. Issue is being studied by the group charged with Measuring and Understanding the Educational Model.	<b>Principle</b>
Academic Education	22	Study impacts of time-to-completion	Research the feasibility of reducing Ph.D. time-to-completion, as well as mechanisms/incentives for achieving reduction; study outlying students.	ASSIGN: DGE	The DGE reviews time to completion data annually and compares MIT's statistics with our Ivy+ peers. In general, MIT does well in keeping our time to degree lower than many of our peers. In addition, the DGE has instituted a practice of reviewing all graduate students who have been registered for 14 or more terms, to create some accountability for the "long tail" in the distribution of time to degree.	<b>Principle</b>

Academic Education	23	Manage faculty positions better	<p>Currently, roughly 60 to 70 faculty positions remain unfilled in a given year. In general, these TBA slots and the GIB budget allocations associated with them are allowed to remain in departments. "TBA funds" are then applied to replacement teaching costs or to general department operating costs. Idea is as follows:</p> <p>a. Deans to take a more active approach in managing unfilled faculty slots and GIB budget allocations each year, allowing Schools to evolve strategically.</p> <p>b. Reduce the number of unfilled positions</p>	ASSIGN: PROVOST	<p>Policies vary across schools regarding the management of faculty slots. Some take a centralized approach while others are more decentralized, depending on the needs of individual schools. In all cases it is important that deans be assured that budgeted funds associated with unfilled slots are being used effectively to support to other necessary operating needs in the schools/departments (e.g., graduate support). The possibility of reducing the number of unfilled faculty positions, thereby reducing the size of the MIT faculty, is not considered to be in the best interest of MIT at this time.</p>	<b>Principle</b>
Academic Education	24	Eliminate the physical education requirement (alternate models)	<p>The PE requirement adds costs to the academic degree programs. Alternative models that enhance the independence and leadership skills of the students, while maintaining, if not improving upon, the rigor of the fitness program include:</p> <p>a. Similar to TAs, using exemplary undergraduate athletes as PE instructors</p> <p>b. Fulfilling the time requirement with cardio machine/swimming laps</p> <p>c. Counting intra-fraternity and dormitory competitions towards PE</p> <p>d. Abolishing IAP offerings and long weekend hiking/climbing trips</p> <p>e. Using life-guard/CPR certified students who earn PE credits as swimming instructors</p>	ASSIGN: DUE	<p>Since this is a GIR, elimination would require approval by the faculty, starting with CUP. The chair of the faculty will refer this to CUP. DUE has discussed cost reductions in the PE requirement with DAPER and DSL. DSL will be encouraged to follow up on resulting ideas. There is not sufficient support to proceed with this idea.</p>	<b>Rejected/ Not at this time</b>



Academic Research		<b>Laboratories and Centers</b>				
Academic Research	1	Consolidation of smaller labs and centers	Some labs and centers (LCs) have research volume and administrative complexity that may not justify committing MIT resources to their administration. Smaller LCs should be evaluated to determine whether their goals could be achieved more efficiently by merging them with other LCs. Idea is to develop evaluation criteria for consolidation or elimination that will be used to assess all existing LCs, followed by periodic reviews. Cost reductions to the GIB from consolidating or eliminating some LCs would come primarily through having fewer directors, assistant and associate directors, and administrative staff for labs and centers.	ASSIGN: VPR	The VPR is open to consider consolidations where there is benefit in doing so. At present we are in discussions regarding the consolidation of a few laboratories. This is best handled on an ad hoc basis between the School Dean, the VPR, the Provost and the representatives of the labs in question. We will continue to seek these opportunities in the time ahead. However, these consolidations need to be carefully considered and broadly discussed.	<b>Principle</b>
Academic Research	2	Sharing of Lab/Center Infrastructure	Idea is to encourage LCs to share various types of infrastructure, including administrative support, IT systems, financial management systems and lab facilities. Cost reductions to the GIB would come primarily through having fewer staff and fewer facilities and systems to maintain. Extending this idea to encourage new faculty to use existing specialized facilities or upgrading such facilities to meet their needs may also reduce the need for large start-up packages for new faculty.	ASSIGN: VPR	The VPR and Associate Provost will appoint a Shared Facilities Coordinating Committee, consisting of key faculty stake holders who lead shared facilities on campus. This committee and an associated working group of core facilities staff will examine issues like this. There has been an agreement to collaborate on distributing the MTL Coral lab management system to CMSE and Koch. This topic will be added to the agenda for the SFCC and its working Group.	<b>Actively Pursued</b>

Academic Research	3	Re-evaluation of criteria for MIT support to Labs and Centers	<p>The guidelines used by MIT to set support to director salaries, discretionary funds, assistant or associate directors, and administrative officers is based entirely on research volume and does not appear to have been revisited since 1995. Idea is as follows:</p> <p>a. Reevaluate support provided to labs and centers to maximize value of direct support</p> <p>b. New criteria to be set for evaluation of support deserved and needed by labs and centers; provide support on a case-by-case basis; expect labs and centers to use other sources before GIB; encourage labs and centers to cover part of directors' salaries from grants wherever possible, with some sharing of savings between GIB and department funds</p>	ASSIGN: VPR	<p>This is a high priority for the VPR for the coming year. The VPR and his staff will undertake this review with the intent of revising the structure beginning in FY13. The VPR will review the proposed structure with a advisory committee of senior faculty before it is finalized.</p>	<b>Actively Pursued</b>
Academic Research	4	Re-evaluation of intellectual property and royalty distribution	<p>Current formula for distributing income from intellectual property (IP) very roughly is 1/3 each to the Institute; to the department, lab, or center; and to the individual inventor.</p> <p>Idea is to leave apportionment to inventors at 1/3, re-allocate MIT apportionment between GIB and department relative to inputs of money and effort with creating the IP.</p>	ASSIGN: VPR	<p>Re-valuating the distribution of IP income is a difficult task given all the stakeholders in the process. We recommend postponing further discussion of this until after IP Committee completes its work.</p>	<b>Rejected/ Not at this time</b>
Academic Research		<b>Research Administration</b>				
Academic Research	5	Post award administration - financial reporting and forecasting sharing of Lab/Center infrastructure	<p>Transition from DLC-specific forecasting processes to standard on-line forecasting and modeling tool. Formulate a team of administrators to share best practices to support the development of the new tool. Create a policy for regular reporting of forecasted results.</p> <p>This type of tool is currently under development through sponsorship of the Office of the VP for Research. Idea is to fast-track the effort to accelerate realization of efficiencies.</p>	ASSIGN: VPR	<p>The initial reporting module under the Research Administration Forecasting Tool (RAFT) is currently available. The Forecasting module is scheduled to be available by Fall 2011. Additional functionality will be introduced over time. The RAFT Steering Committee is working with the VPR, OSP, IS&amp;T and RACC on priorities for enhancement.</p>	<b>Actively Pursued</b>

Academic Research	6	Standardize sponsored research proposal process	<p>In FY 08, MIT submitted over 2,200 new proposals to over 200 sponsors for research funding. The process is complex. Some sponsors require highly prescriptive formats while others are more flexible. Process efficiencies can be realized by:</p> <ul style="list-style-type: none"> <li>a. Developing a single proposal preparation process that incorporates best practices for consistently preparing and presenting budget information</li> <li>b. Formulating a team of OSP, TLO and faculty reps to review, map and refine the non-federal proposal process</li> <li>c. Developing templates, tools and best practices for MIT-wide use</li> <li>d. Developing and delivering training to all individuals in the process</li> </ul>	ASSIGN: RACC	<p>This effort has been initiated in OSP, through a metric-based approach to diagnosing issues to determine next steps, seeking opportunities for improvement through clarification of policies, development of tools and training key participants in the process. RACC will work with OSP to look at proposal process roles, routing and approval. OSP has also begun an effort to expand the use of COEUS with the goal of having all proposals eventually processed and routed through a common system, COEUS.</p>	<b>Actively Pursued</b>
Academic Research	7	Research administration training for faculty and staff	<p>Training classes related to research administration are currently offered by multiple central units (OSP, VPF, IS&amp;T). There is no recommended curriculum based on roles, and a significant amount of the learning takes place on the job. The learning curve is steep, and the decentralized nature of the training perpetuates local processes that differ across the Insitute. Efficiencies can be realized by:</p> <ul style="list-style-type: none"> <li>a. Developing a comprehensive research administration training program, with role specific certification</li> <li>b. Developing a PI training program for all new faculty; encouraging existing faculty and PIs to attend</li> </ul> <p>This idea builds upon the RAII recommendations.</p>	ASSIGN: RACC	<p>OSP and VPF launched a pilot-phase Sponsored Programs Administration Training Program in March 2010 that includes a sponsored research curriculum for senior staff in the DLCs who administer sponsored projects. The program has now has enrolled a 2nd cohort, with additional cohorts planned for Spring and Fall 2011. In addition, RACC has formed a team on Research Administration Certification to work with the Training Alignment Team on recommendations for the structure and content for a Research Administration Certification program. A PI Training Program is a priority, but significant work on this will be delayed until major progress has been made on staff training and certification.</p>	<b>Actively Pursued</b>

Academic Research	8	Review staffing of Units	<p>Currently, there are over 100 DLCs managing sponsored research funds. Federal regulations and compliance requirements, as well as specialized tools such as Grants.gov, have made research administration increasing complex. Ideas to ensure compliance, efficiency and the highest level of service are:</p> <p>a. Centralize research administration wherever possible</p> <p>b. Develop standard practices and expectations for all of MIT's research administration staff and implement a required training/certificate program</p> <p>c. Establish size thresholds for local research admin support. Pursuing ASO type models for small DLCs and strengthening ties to Dean's office regarding oversight.</p> <p>d. Explore development of appropriate metrics for research administrative staffing levels</p>	ASSIGN: RACC	<p>The RAII Roles report recommended a staffing study and endorsed the development of Res. Adm. roles and responsibilities structure, which is in place. Some Schools have worked to centralize the research administration and financial staff within some of the DLCs. RACC is working with TAT to develop a Research Administration Certification Program. We expect recommendations will be made in the summer 2011. We believe a comprehensive review of staffing levels would make sense at some point. However, we believe that this should be delayed until the other planned improvements to research administration processes, training and tools are made.</p>	<b>Principle</b>
Academic Research	9	Enact efficient procedures for industrial research contracts	<p>Industrial research volume was \$200 million in FY 08 and growing. Grow revenue by developing a separate process for negotiating industrial research contracts with strict timelines to meet the higher level of responsiveness required to win and that is flexible to the different negotiation approaches and interests of the partners.</p>	ASSIGN: RACC Reassign to VPR	<p>OSP has launched an effort to improve the non-federal research proposal and award process, seeking opportunities for improvement through clarification of policies, development of tools and training key participants in the process. Participants in this review include TLO, OGC, OMA and OSP.</p>	<b>Actively Pursued</b>
Academic Research	10	Project managers for PIs	<p>It is estimated that faculty funded by federal projects devote 58% of time to active research with the other 42% consumed taken up with administrative and compliance activities. Idea is to increase the amount of faculty time devoted to active research by hiring and sharing project managers amongst several PIs to assist with the administrative and compliance aspects of monitoring sponsored research activities. Pilot in one school and DLC to determine viability across campus.</p>	ASSIGN: RACC	<p>We see the value in having staff to help principal investigators with research administration and compliance activities. The funding for such positions will likely be problematic. However, this effort is not a high priority for RACC at this time.</p>	<b>Rejected/ Not at this time</b>

Academic Research		Research Infrastructure				
Academic Research	11	Reduce or eliminate commodities (consumables) supplied by internal providers	Require the "hidden" costs of space and utility usage to be included in an assessment of the cost of producing commodities in campus facilities relative to outside suppliers. Perform this analysis for one laboratory as an example and expand analysis as appropriate.	ASSIGN: VPR	This is not a high priority for the VPR. Will consider on a case by case basis as needed.	<b>Rejected/ Not at this time</b>
Academic Research	12	Consolidation or termination of some service facilities	There are 72 service centers in the FY 08 summary report -- with \$17.2 million in expenses, excluding the cost of utilities and the utilization of over 93,000 square feet of space. Assess the portfolio of services and evaluate the economics (including energy costs and space) and determine which facilities are cost effective and fit to Institute needs. Consider phasing out or consolidating some facilities that are not cost effective and do not have a mission critical to the research program.	ASSIGN: VPR	The VPR recommends that this be considered by the Shared Facilities Coordinating Committee as outlined in item #2 under Academic Research as time allows.	<b>Combined with Academic Research #2 (VPR)</b>
Academic Research	13	Implement shared equipment pool	Large amounts of equipment are purchased each year to start up programs and then are set aside when projects are discontinued. It is estimated that 10% of the present equipment inventory is surplus that would likely be useful to other groups. Present equipment purchase levels indicate that about \$5 million in equipment per year might be reusable. Idea is to create a point system to encourage groups to make their surplus equipment available that can be used towards the cost of borrowing equipment from the pool.	ASSIGN: VPR	The VPR recommends that this item be considered by the Shared Facilities Coordinating Committee as part of their longer term charge to foster the sharing of equipment resources on campus. However, this is a lower priority at present as it is unlikely to save significant GIB.	<b>Combined with Academic Research #17 (VPR)</b>
Academic Research	14	Evaluation of research-library journal subscriptions and conference proceedings	Part of the F&A recovery supports the use of the libraries by the research community. Replace hard-cover subscriptions to research journals and conference proceedings with on-line versions.	ASSIGN: LIBRARIES	The MIT Libraries began converting hard-cover subscriptions of research journals and conference proceedings to on-line versions in FY1999. The Libraries will continue to convert hard-cover subscriptions of research journals and conference proceedings as GIB funds can be made available for license fees, and as online versions of relevant titles become available from publishers.	<b>Principle</b>

Academic Research	15	Web inventory of service centers	There are at least 72 service center facilities, many of which are used by a limited number of researchers within a specific lab or center, although such facilities are available to the whole MIT community. Idea is to improve utilization of these capabilities by creating a web inventory of the service centers to help the entire MIT research community understand what exists.	ASSIGN: VPR	The VPR recommends that this item be considered by the Shared Facilities Coordinating Committee as part of their longer term charge to foster the sharing of equipment resources on campus. A web inventory of service centers was recommended by the Shared Facility Study conducted by Huron Consulting.	<b>Combined with Academic Research #2 (VPR)</b>
Academic Research	16	Amortization of service center equipment	Allow service centers to amortize the purchase cost of equipment to shift costs from Institute funds to sponsored research funds. The current policy only allows service centers to replace equipment with funds from a pool administered by the VP for Research.	ASSIGN: VPR	In 2004 the Provost established a service facility policy that prohibited the amortization of equipment in rates and established a service facility replacement equipment pool. We recommend postponing this discussion until some point in the future.	<b>Rejected/ Not at this time</b>
Academic Research	17	Lab equipment "time share" system	Equipment purchases by the DLCs totalled over \$300 million between 2004 and 2008. Nearly 40% of these purchases were made using MIT funds. A 10% reduction would reduce cash outlays by about \$2.5 million per year and save space, energy and maintenance costs. Create a web-based inventory of equipment for temporary transfer or shared use.	ASSIGN: VPR	The VPR believes that this would be difficult to manage and control. We are not sure of the savings and suggest that it be postponed for future discussion by the Shared Facility Coordinating Committee at the appropriate time.	<b>Rejected/ Not at this time</b>
Academic Research		<b>Research Personnel</b>				
Academic Research	18	Charge academic year salary to grants	In 2008, faculty AY salaries totaled \$128 million -- 73% or \$94 million was paid by GIB. Every 1% shift to research saves the Institute about \$1.6 million, including benefits. Idea is to share the savings between the GIB and department funds.	ASSIGN: VPR	The VPR will focus on clarifying our policies regarding the charging of summer salary and on allowing academic year salary charges where required by the sponsor. The VPR has asked RACC to work on process for handling faculty effort distribution including tools for managing this process. We suggest postponing the broader discussion on softening faculty salaries to some future point.	<b>Combined with Academic Education #7 (VPR)</b>

Academic Research	19	Incentives for retirement	The idea is to identify incentives that will encourage people to retire at predictable milestones. Ideas include: a. Making the current program to incent retirement a bit more generous b. Stopping MIT 401k contributions when employees reach a certain age c. Replacing lifetime tenure with a long-term contract	ASSIGN: PROVOST	a. The Provost and the School Deans are discussing options for possible faculty retirement incentive programs that would follow the current Faculty Renewal Program. b. Restricting 401k contributions based on age violates age discrimination policy. c. At this time, a change to MIT's tenure system is not being discussed.	<b>Rejected/ Not at this time</b>
Academic Research	20	Termination policy for Senior and Principal Research Associates	Senior and principal research associates currently are given enhanced severance benefits beyond what is offered to other MIT employees, usually 1-3 years of notice prior to lay-off, as opposed to a termination period based on the number of years of service. Idea is to eliminate this for new hires and make it consistent with general MIT policy.	ASSIGN: VPR	The VPR believes that this issue belongs in a much broader discussion of the research ladder structure and appointments at MIT. This is not a priority to be undertaken at the present time.	<b>Rejected/ Not at this time</b>
Academic Research	21	Mentoring for Postdocs	We have a large population of post docs who have been here much longer than the allowed 4 years. To improve the quality of the postdoctoral experience, the idea is to provide a mentoring system that encourages them to think of their employment as a temporary position that should be followed by employment in a different category, either at MIT or elsewhere. NSF is now requiring mentoring plans for postdocs, and it is likely that other funding agencies will follow suit.	ASSIGN: VPR	The VPR believes that this is an important effort and has begun to work on these issues. The America Competes Act requires postdoc mentoring and this is now a requirement for NSF awards. We will take the lead to update the postdoc salary scale, reemphasize term limits, provide opportunities for education and training and encourage faculty to put forward mentoring and development plans.	<b>Actively Pursued</b>
Academic Research	22	Consolidation of salary decisions	Decisions about the levels of increases for both administrative and technical staff could be made centrally within large units. This is unlikely to produce savings, but it could correct an inequities.	ASSIGN: VPR	This is a local management issue that is difficult to mandate at the Institute level.	<b>Rejected/ Not at this time</b>

Academic Space		Overarching Ideas and Principles				
Academic Space	1	MIT's physical infrastructure should be recognized as part of the endowment	In this way, investments in addressing deferred maintenance and other actions that require near-term investments but accrue benefits over a long time can be appropriately compared to alternative investment options.	ASSIGN: EVP	Real estate assets which are not expected to be used for academic purpose in the next couple of decades are held as investment real estate in the endowment and managed by the MITIMCO real estate team. Physical assets which are in current use for the academic and research enterprise are under the stewardship of the Institute Treasurer outside of the endowment and managed for the benefit of current operations of MIT.	<b>Principle</b>
Academic Space	2	Invest in preventative maintenance	MIT currently under-invests in regular preventative maintenance and therefore spends more on costly, reactive repairs with a resulting decrease in space functionality and a net increase in total costs; this practice also increases campus energy use. Idea is to identify priorities and structure a program of capital investment to accelerate capital renewal and address the Institute's deferred maintenance. The goal is to bring existing facilities to a level of physical condition that can be sustained by routine maintenance.	ASSIGN: EVP	For the last three years, MIT's central budget allocated \$40 million annually for capital renewal and renovations. In FY10 that budget was reduced by \$10 million, but will be restored to \$40 million in 2011. Through partnerships with DLCs, the units have contributed around \$20 million each year to the \$20 million CRSP renovation portion of this annual total. As we address these overdue projects, we are also committed to establishing budgetary capability to support a program of improved, timely preventative maintenance to emphasize responsible stewardship of our physical plant, consistent with MIT Vision 2030.	<b>Principle</b>
Academic Space	3	Endow maintenance and energy costs when fund-raising for new buildings	Currently, the long-term maintenance and energy burdens of capital projects and renovations are not explicitly calculated when making project design decisions. Currently decisions are inappropriately weighted towards first costs, rather than long term costs -- in some cases driving us away from lower-cost, more energy efficient options. The Institute should consider "endowing" maintenance and energy costs when fund-raising for new buildings or major renovations.	ASSIGN: EVP	Best practice in funding new buildings would be to require endowment contributions to fund maintenance and energy costs. We have made progress in fundraising for buildings, but have not yet achieved sufficient success to raise those additional dollars.	<b>Principle</b>



Academic Space	4	Adopt a stronger cost-based and schedule-based approach to capital and major renovation projects	In the recent past, there are examples at MIT of capital projects (e.g., Sydney-Pacific) that adopted a "developer philosophy" (fixed budget, fixed schedule, limited options, and typically lower costs per square foot). Conversely, there are examples of capital projects (e.g., Simmons Hall and Stata) that adopted more of an "institutional philosophy" (budget and schedule typically increase over time, unique, specialized, purpose-built designs, and typically higher costs per square foot -- both initial costs and long term costs). For future investments, MIT should carefully consider the objectives of the projects in this context.	ASSIGN: AP Space	This view is understood by the Associate Provost's Office and the Department of Facilities, however, we do not have any major capital projects at this point which could leverage this idea.	<b>Principle</b>
Academic Space	5	Economies of scale, bundling of renovations, and co-location of like functions	MIT should look for economies of scale, both in terms of back-filling opportunities when space is relinquished bundling of renovations, and co-location of like functions (computer clusters, wet labs, etc.) Much of what is done today is fractured, and this leads to additional costs and inefficient usage.	ASSIGN: AP Space	The Department of Facilities and Associate Provost have begun to implement this recommendation. CRSP is developing a "wet-lab" floor on the 4th floor of Bldg 35 to meet the anticipated future needs of SoE; considering a re-purposing E17/E18 as a swing-space building to enable future capital projects; backfilling the 5th floor of E17/E18 with additional space for Chem Eng, which is contiguous to these activities on the 5th floor of E19 and meets the Dept.'s appropriate space allocation; co-located Anthropology with other SHASS DLCs. Bundling of renovations were piloted in Summer 2010 and will be continued.	<b>Principle</b>
Academic Space	6	Design for modularity and flexibility	MIT should design for modularity and flexibility to the extent possible. Often this will lead to suboptimal performance for an initial user, but over the longer term, the benefits can be significant in terms of enabling the more effective use of space.	ASSIGN: DoF/CPEC	It is always our goal to provide the most flexible design within the context of current project uses. CRSP is establishing processes to achieve this goal wherever possible.	<b>Principle</b>
Academic Space	7	Better understanding space usage	Collectively the MIT community should better understand space usage. Regular accounting of space usage and transparent public reporting of space usage will help identify opportunities for, and provide incentives for, more efficient usage.	ASSIGN: Group 5 Space Economy	We will investigate this as part of the Space Economy project.	<b>Actively Pursued</b>

Academic Space	8	Establish a space "bill of rights"	This will identify what members of the community should reasonably expect in terms of space allocation and usage, to more clearly establish principles for ownership and allocation of space, and to provide benchmarks and standards for both space usage and also renovation and capital project costs. Best practices should be shared among DLCs, ultimately leading to the development of Institute-level recommended practices for space planning and allocation within DLCs.	ASSIGN: Group 5 Space Economy	Investigate following the outcome of the Space Economy Project.	<b>Principle</b>
Academic Space	9	Accelerate space decision-making	MIT should develop processes to delegate decisions for smaller space renovations and allocation options, and generally strive to accelerate space decision-making. Currently, people sit on poorly used space because they do not have confidence in the system of space planning (e.g., they are afraid to give up space, because they won't get new space if they need it in the future).	ASSIGN: AP Space	We believe the results of the Space Economy Study group will lead to methods to accelerate space decision making.	<b>Principle</b>
Academic Space	10	Creating a space economy and incentives to drive behavior and efficiency	Such an economy would create incentives for optimizing space. In order to achieve this, the Institute would need to develop methods to track utilization and define standards for space. Specifically, standards for space utilization (e.g. sq.ft./person) vary widely across units. Further, very few units actually track utilization as part of a space management process. The Space Working Group suggests that establishing a method for tracking utilization is critical, and that "publication" of the utilization metrics may help drive appropriate behaviors. It is suggested that these metrics would need to be flexible to reflect the diversity of operational models across schools. MIT should strive to create incentives for a space economy to drive better behavior and efficiency. This may be best accomplished by developing a new financial model for DLCs, potentially involving space charges.	ASSIGN: Group 5 Space Economy	We will investigate this as part of the Space Economy project.	<b>Actively Pursued</b>

Academic Space		<b>Renovations and Deferred Maintenance</b>				
Academic Space	11	Establish memoranda of understanding for renovation projects	Establish memoranda of understanding for all renovation projects to drive better behavior in limiting project scope creep. Create a process to develop a detailed project scope at project outset, to obtain buy-in from all involved parties, and track all scope changes in the same way that construction changes are tracked by change orders to avoid budget overruns and misaligned expectations.	ASSIGN: DoF/CPEC	We currently have an MOU guideline. We will pilot several upcoming CRSP projects on the communications' model to describe the impact of changes and to reduce misaligned expectations. Facilities continues continues to actively pursue the MOU process.	<b>Actively Pursued</b>
Academic Space	12	Whole-building or large-scale renovations	Improve the cost effectiveness of renovations by mimimizing the number of room-by-room renovations, This requires an investment in swing space and other approaches to address funding and management of competing urgent needs.	ASSIGN: AP Space	We will work to implement this recommendation, and have done so already on one project. The CRSP budget will be used to enable this recommendation, and CRSP will adopt the principle.	<b>Principle</b>
Academic Space	13	Project bundling to reduce costs	Currently, materials and services for renovations and capital projects are procured on a project-by-project basis. Increase efficiencies and obtain deeper discounts in the bidding process by bundling purchases for more multiple projects. Savings could also be achieved through sharing or bundling project management, architectural services and contractor supervision costs.	ASSIGN: DoF/CPEC	There have been some challenges related to the administration of bundling projects that will be taken into consideration in the future. We will continue to investigate the idea of bundling projects and services. Additionally we will be working with Procurement on other bundling opportunities including designers and vendors.	<b>Actively Pursued</b>
Academic Space	14	Raze structures to stop annual maintenance and utilities expense	MIT has a number of buildings designated as "soft" buildings, which are in very poor condition and/or occupy future sites for campus development that may be better off demolished than occupied and maintained. Requires a case-by-case analysis.	ASSIGN: DoF/CPEC	There are currently no buildings in MIT's inventory that we feel can be demolished. We will continue to assess this status.	<b>Rejected/ Not at this time</b>
Academic Space		<b>Space Utilization and Allocation</b>				
Academic Space	15	Reduce MIT's lease expenses	MIT pays about \$5.2 million annually to lease about 95,000 nasf of research and administrative space. Consider relocating these spatial needs to MIT-owned property, recognizing that this requires a one-time renovation/moving expense and a continued lease expense. Address leases that have no exit strategy.	ASSIGN: AP Space	We have exited several leases in the past year and reviewed all other leases. Further reduction in lease space at this point is not envisioned.	<b>Complete</b>

Academic Space	16	Decrease or eliminate Pool C real estate	Pool C real estate has strategic value for future campus growth, but is currently owned as investment properties. The handling of this class of properties should be systematically re-evaluated.	ASSIGN: AP Space	We have instituted a regular review process through CRSP to evaluate Pool C properties.	<b>Principle</b>
Academic Space	17	Reduce or charge for storage space	Idea is to increase the efficiency of our use of campus space by providing an incentive structure to use less space and charging units that are using more than their normal amount of space. This would enable us to reduce the approximately \$5.2 million annually spent on leased space and the significant maintenance and energy costs for buildings that are old and suited to be razed.	ASSIGN: Group 5 Space Economy	We will investigate this as part of the Space Economy project.	<b>Actively Pursued</b>
Academic Space		<b>Operations and Maintenance</b>				
Academic Space	18	Dispatch for utilities operations	MIT generates its own electrical and thermal power. Operations involves a complicated optimization process. Outsourcing assistance to optimize the proper mix of boilers, chillers, etc., for a given day is recommended. Based on a dispatch simulation from one vendor, the savings to MIT, net of fees, is estimated at \$1.5 million.	ASSIGN: DoF/OPS	Implemented. This is already achieving monthly savings in excess of \$80,000.	<b>Actively Pursued</b>
Academic Space	19	Vehicle fleet purchase and maintenance	MIT has over 225 vehicles owned and operated by approximately 40 DLCs. There is no formal policy or process for the purchase and/or maintenance of these vehicles. Purchase discounts and reduced maintenance costs can be obtained with the creation of a policy that leverages MIT purchasing power and capabilities and targeted vendor services.	ASSIGN: DoF/OPS	Leasing analysis complete showing that it is better in the long run to own our vehicles within Facilities. OPS is working with Procurement to develop a program. Will require significant coordination effort with DLC's. We are currently evaluating (via an RFP) whether DoF vehicles should be leased vs. owned. We currently lease several vehicles in the Police Dept.	<b>Actively Pursued</b>
Academic Space	20	Energy savings through efficient fume-hood management	MIT has over 1100 fume hoods, which require significant energy. Savings can be obtained by reducing the working height of fume hoods and reducing the face velocity, as well as shutting them off when not in use.	ASSIGN: DoF/CPEC	We have completed a pilot project to reduce face velocity of fume hoods in Building 18 and are starting to analyze the recalibration on energy usage. In conjunction with EHS, we are planning a project in Building 13. Once that has been completed, we shall find the next opportunity.	<b>Complete</b>

Administrative Admin Processes		<b>Creating a Digital MIT</b>				
Administrative Admin Processes	1	Modernization of the MIT travel system	Currently travelers make arrangements for air, hotel, conference fees, and related travel needs in the manner of their choosing. A complete portfolio of options would assist travelers with trip planning, payment for expenses, post-trip expense reporting and reimbursement for out-of-pocket expenses and would better serve MIT travelers and realize efficiencies.	ASSIGN: VPF	The Travel Modernization Program has been made available Institute-wide, including an online booking tool Cliqbook, Concur travel expense reporting with electronic approvals, travel credit card with corporate liability, and direct deposit for out-of-pocket reimbursements. Travel is now working to increase adoption of the electronic tools. 60% of travel expenses are being captured on the credit card effective in early 2011.	<b>Complete</b>
Administrative Admin Processes	2	Buy-pay process and electronic tools	Currently, only 57% of MIT procurement transactions are processed using efficient payment tools, like eCat and P-card. An analysis identified measures that could lead to 90% usage of such tools. The envisioned solution is to expand existing programs, establish new tools and do focused strategic sourcing. Wider adoption of electronic procurement and payables tools could be achieved in part by raising the per-transaction and monthly spending limits on P-cards and by increasing the number of eCat vendors from 24 to 45. Establishing new programs will also increase usage.	ASSIGN: VPF	VPF and IS&T examined administrative systems in Spring 2010 to identify enhancements to eCAT and SAP. Alternative buying methods are being explored simultaneously. Procurement has led a pilot to convert invoices and payment to electronic processes. This pilot continues. P card transaction limit is targeted to be increased July 1, 2011.	<b>Combined with Admin Procurement # 2 (VPF)</b>
Administrative Admin Processes	3	Budgeting	Currently, MIT's budget process is more of a budget allocation process. It lacks systematic planning for how funds will be spent and how savings (fund balances) will be used or increased. The envisioned solution is to transition to a high-level budget authorization process; eliminate (or reduce) budget changes and reallocations; develop a secure repository for financial statements; and consider eliminating budget authorizations distribution. Streamlining the budget process would result in efficiencies, while also improving financial planning and reporting.	ASSIGN: VPF	VPF Budget is evaluating possibilities for "high level" budgeting and planning, and the elimination of unnecessary report generation and distribution and needless transactional activity. The adoption of new processes will improve the efficiency and effectiveness of budgeting and financial planning at MIT. Budget process redesign remains a goal for the long term, and we are working to determine a strategy for moving forward. As an interim step, the Budget team has been pushing various budget reports to electronic format to eliminate paper reports.	<b>Actively Pursued</b>

Administrative Admin Processes	4	Reporting and forecasting	Currently, Reporting is done through BrioQuery, which is complicated and difficult to use. Forecasting is done through complex spreadsheets, with little consistency of format or methodology among DLCs. Envisioned solution is to provide a web-based platform for reporting and financial forecasting to achieve efficiencies, enhanced compliance monitoring, improved forecasting, and time savings across the Institute.	ASSIGN: VPR	<b>Please see Item 5 under Academic Research-- See RAFT.</b> In addition, there is currently an effort in IS&T to replace the current Bioquery data warehouse reporting tool with something more flexible and easier to use.	<b>Combined with Academic Research #5 (VPR)</b>
Administrative Admin Processes	5	Research proposal submissions	Currently proposals are submitted in various forms depending on the sponsoring agency and unit, and compliance with the terms of the sponsor and MIT policies varies widely. Envisioned solution is to develop a common set of tools, templates, and practices for proposal submissions and increase training of DLC administrators which will increase the accuracy of research proposals, minimize staff time devoted to correcting errors, and reveal major policy and logistical ramifications of proposals	ASSIGN: RACC	This effort has been initiated in OSP, through a metric-based approach to diagnosing issues to determine next steps, seeking opportunities for improvement through clarification of policies, development of tools and training key participants in the process. RACC will work with OSP to look at proposal process roles, routing and approval. OSP has also begun an effort to expand the use of COEUS with the goal of having all proposals eventually processed and routed through a common system, COEUS.	<b>Combined with Academic Research #6 (RACC)</b>
Administrative Admin Processes	6	HR/Payroll transaction processing	Current manual system processes approximately 17,000 appointment transactions annually. The system entails re-keying and instances of hand-carrying hard copy forms. Envisioned solution is to implement an automated process through SAPWeb, achieving greater efficiency and accuracy	ASSIGN: VPF	The Appointment Process Redesign Project (APR) will automate the processing of 17,000 HR/Payroll manual transactions. Phase one of the project, which provides for transaction processing and electronic approvals, has been completed and the system is in use across much of the Institute. Phase two will provide attachment and edit functionality, and is in the planning stage for near term development with target completion date by the end of 2011.	<b>Actively Pursued</b>

Administrative Admin Processes	7	Electronic pay stubs and W-2 forms	Currently payroll stubs are generated and mailed manually to on-campus and off-campus locations. Envisioned solution is to implement an electronic e pay stub solution that provides individuals with access to a secure site to view pay stubs on demand or alternatively "pushes" pay stubs to pay recipients in a secure manner.	ASSIGN: VPF	Development for electronic paystubs has been completed, and the system was made available campus-wide and for Lincoln Laboratory in August 2010. Development for electronic W2s was also completed for the 2010 calendar year, and eW2s are now available to the community. Nearly 98% of the non union eligible participants have opted to receive only ePaystubs and have discontinued receipt of paper stubs. Nearly 40% of eligible participants have elected to receive electronic W2s.	<b>Complete</b>
Administrative Admin Processes	8	Next generation student systems ( <b>also listed in IS&amp;T</b> )	Currently, the MIT student system is a complex and pervasive enterprise system that pervades every aspect of MIT's academic mission providing the foundation for MIT's educational enterprise and initiatives. Envisioned solution is a series of projects billed as NGS3 that aim to use current technology to automate manual business processes, support business process design efforts in more than 100 functional areas, and improve services to students, faculty and staff.	ASSIGN: <u>DUE</u> /DGE/ IS&T	MIT has determined that the resources do not exist for a wholesale replacement of the student information system. DUE, DSL, DGE and IS&T have a plan that removes MIT from the Quali consortium and invests the available resources in a two part program that will span the next several years and will stabilize the system by replacing some obsolete technologies in the system and also add some needed new functionality. A roadmap to move forward was approved by the IT Governance Committee.	<b>Actively Pursued</b>
Administrative Admin Processes	9	Graduate student admissions	Currently, different admissions processes are in place across the Institute. Some are paperless; others are paper based. Envisioned solution is to implement an MIT-developed paperless online graduate admissions system through which applicants apply, MIT evaluations are conducted, and decisions are made collaboratively.	ASSIGN: DGE	The DGE has assembled a task force to analyze the capabilities and limitations of current graduate admissions systems utilized across the Institute and by our peers and to propose plan for the development of a centralized online paperless admissions system.	<b>Actively Pursued</b>
Administrative Admin Processes	10	Stop or reduce campus bulk mailings	Currently, any MIT organization can print materials and request distribution by MIT Mail Services. Envisioned solution is to set up a system to either stop printing of campus mailing or have opt-in options to current paper mailings.	ASSIGN: Group 3 Printing and Digital Archiving	The Printing and Digital Archiving Team has completed its study and expects to submit a report on this and other related ideas in Spring 2011.	<b>Actively Pursued</b>

Administrative Admin Processes	11	Document retention and ownership	Currently , some record retention policies are administered by the Archives Dept, but there is not widespread knowledge of the policies, and the policies do not cover all types of records. Envisioned solution is to draft and adopt comprehensive Institute record retention policies for all records. Establish a database so records can be easily accessed. Provide for electronic document management sysytems.	ASSIGN: Group 3 Printing and Digital Archiving	The Printing and Digital Archiving Team has completed its study and expects to submit a report on this and other related ideas in Spring 2011.	<b>Principle</b>
Administrative Admin Processes		<b>Other processes for further evaluation</b>				
Administrative Admin Processes	12	Innovative scheduling to minimize premium pay	In FY 2008, \$5.5 M was spent on overtime pay across campus, excluding Lincoln Lab. Envisioned solution is to adjust methods for assigning work. One option is to create pools of on-call, part-time employees to fill needed gaps. Efforts to increase staff management flexibility will enable us to better align requirements with staff schedules.	ASSIGN: HR/DoF/OPS	This effort continues wherever feasible in compliance with our collective bargaining agreement. Cost efficiencies in staff assignments are continually pursued, in conjunction with MIT employment policies. A significant and unavoidable portion of the \$5.5M (part of the total is unrelated to Facilities) is dedicated to Commencement, snow removal, emergencies and special events.	<b>Principle</b>
Administrative Admin Processes	13	Faculty search	Currently, there is a disparate process for applicant submissions, which is reliant upon expensive advertisement posts and in some cases significant manual labor. There is no sharing of best practices. Envisioned solution is to develop a single online system to support the faculty search process and identify opportunities for coordination and savings related to advertising.	ASSIGN: PROVOST	Individual school deans are encouraged to identify ways to realize savings via coordinated processes within their schools, but an Institute-wide solution does not seem practical or appropriate.	<b>Rejected/ Not at this time</b>
Administrative Admin Processes	14	Nonfaculty recruiting and search	Currently, DLCs use HR Staffing Services for only 25% of the 1,100 searches each year for non-faculty positions. Envisioned solution is to encourage greater use of HR Staffing Services by DLCs seeking to fill non-faculty positions.	ASSIGN: VPHR	Unrealistic at this time due to lower head count in HR staffing services.	<b>Rejected/ Not at this time</b>



Administrative Admin Processes	15	Vacation tracker for nonsponsored exempt staff	Currently, departments are responsible for tracking vacation time accrued and used for non-sponsored exempt staff members locally. At termination, vacation balances are reported to Payroll for payout. Envisioned solution is to implement a SAPWeb-based centralized vacation tracker for all exempt staff, based on the system currently being implemented for sponsored-research staff.	ASSIGN: VPHR	The HR Task Force decided to focus on higher priority items with the potential for more significant savings, and therefore deferred discussion of vacation policy.	<b>Rejected/ Not at this time</b>
Administrative Admin Processes	16	In-house services versus outsourcing	Currently, each year, roughly \$9 million is spent annually on facilities-related services, both with the Department of Facilities and externally. Many of the service activities are routine enough that they require full-time contractor staffing. Envisioned solution is to require an in-house proposal when issuing a request for proposal (RFP) for contracted services in situations where the services are envisioned to be continual. The in-house competitive bid can help insure that procurement decisions are made with all options available.	ASSIGN: DoF/OPS	With each long term service contract exercised, we are comparing the cost to performing the services in house. This initiative needs in-depth study. In-sourcing can work but probably with additional resources.	<b>Actively Pursued</b>
Administrative Admin Processes	17	Shuttle services	Current shuttles provide 22.1K hours of service to 661K riders throughout Boston. The FY 08 budget was \$1.4 million, with a small revenue stream of \$57K from charters and fee-based trips (airport, grocery). Envisioned solution is to reduce potential redundancy of routes (both within Shuttle Service and the MBTA), reduce frequencies, increase fee-based service for non-core routes, and increase frequency of community members choosing healthier options.	ASSIGN: DoF/OPS	Overlap with EZ Ride eliminated through rerouting of EZ Ride enabling enhanced frequency of campus shuttle. Bicycle enhancements ongoing. This is a constant focus for DoF and the Transportation Office. We are constantly evaluating routes and ridership with a focus on service and efficiency. We are also focused on increasing bicycle use and storage.	<b>Actively Pursued</b>
Administrative Admin Processes	18	Key request process	Currently, there is a manual, paper-driven process for requesting and issuing the roughly 4,700 keys requested each year. The process sometimes requires multiple visits by requestors before keys are available. Envisioned solution is to automate a process through SAPWeb for requesting keys.	ASSIGN: DoF/OPS	Electronic request system in progress, however, not ideal. IT project to complement new physical distribution process is being scoped through IS&T for submission to ASPCC. The key office has been moved to SEMO from R&M. They will use an electronic process through the Customer Service Center. Hours have been increased by around 60%.	<b>Complete</b>

Administrative Admin Processes	19	Room scheduling and events registration	Currently, there are various scheduling processes involving faculty, students, and administrators. Event registration is a manual, decentralized process. Envisioned solution is to implement a central tool for room scheduling and event management across the Institute.	ASSIGN: IS&T	The IT Governance Committee is sponsoring a study to explore potential ways to improve the scheduling processes. It is expected that a project effort, if pursued further, would be monitored via the Administrative Systems and Policies Coordinating Council (ASPPC).	<b>Actively Pursued</b>
Administrative HR/Benefits	1	Moderate salary increases	This is a short-term opportunity to reduce costs. If continued over a longer period of time, it would compromise MIT's competitive position	ASSIGN: PROVOST	Modest increases were implemented in FY11	<b>Complete</b>
Administrative HR/Benefits		<b>Health Plan for Active Employees</b>				
Administrative HR/Benefits	2	Add copay for services received at MIT Medical facility	Currently, there is no co-pay. Recommendation is based on a copay for same visit type in commercial plan. Change will be needed to comply with Mental Health Parity Act (effective 1/1/2010). The savings potential is estimated at \$600,000 per year, based on 60,000 visits at \$10 copay.	ASSIGN: VPHR	A copay policy for services received at MIT Medical was established in conjunction with the 2010 Benefits open enrollment process.	<b>Complete</b>
Administrative HR/Benefits	3	Consolidate current plan offerings to one multiple tier offering with all insured risk in single pool	Redesign current healthcare program to consolidate current plan offerings to one multiple tier offering with all insured risk in one pool. Estimated annual savings potential is \$200,000.	ASSIGN: VPHR	MIT Choice Plan was introduced for 2011 open enrollment on 1/1/2011.	<b>Complete</b>
Administrative HR/Benefits	4	Leverage excess capacity at MIT Medical	Provide financial incentives, through copay differentials, to encourage all medical plan participants to utilize specified services at MIT Medical by self-referring. MIT Medical currently has excess capacity and can provide these services at a lower cost than the commercial plan networks. Services include mammograms, EKG, stress tests, and routine lab panels. The estimated annual savings potential in combination with #5 below is \$500,000.	ASSIGN: VPHR	Lower copay levels for selected services at MIT Medical were established in conjunction with the 2010 Benefits open enrollment process.	<b>Complete</b>
Administrative HR/Benefits	5	Incent employees to use lower cost providers for radiological services	Charge differing copays for radiological services based on "preferred" provider selection would guide employees and medical providers toward more efficient facilities. Estimated annual savings potential in combination with #4 above is \$500,000.	ASSIGN: VPHR	Waived copay for radiological services provided at Shields or Coolidge Corners in conjunction with 2010 Benefits open enrollment.	<b>Complete</b>

Administrative HR/Benefits	6	Leverage MIT Medical covered population in annual rate negotiation with Blue Cross Blue Shield	This would lower administrative costs. The estimated annual savings potential is \$25,000-\$50,000	ASSIGN: VPHR	Negotiations including MIT Medical helped moderate increase in Blue Cross administrative fees for MIT's self-insured employee healthcare program.	<b>Complete</b>
Administrative HR/Benefits	7	Reduce rate of growth for prescription medication expense in healthcare program	Access discounting available through MIT Medical and continue to add management features available through Express Scripts. Estimated savings potential: \$250,000.	ASSIGN: VPHR	Cannot access MIT Medical discount arrangements but have proceeded with additional cost management features through negotiaton with Express Scripts, resulting in a reduction of program costs.	<b>Complete</b>
Administrative HR/Benefits	8	Eliminate MIT paid spousal subsidy for employees covering a divorced spouse	MIT currently covers approximately 70 divorced spouses, with 34 divorced spouses enrolled in family or employee & spouse coverage. Current procedure is to allow an employee to keep a divorced spouse in the family unit until either the employee or ex-spouse remarries. Estimated annual savings potential is \$120,000-\$200,000.	ASSIGN: VPHR	MIT paid spousal subsidy for divorced spouses was eliminated for employees' whose divorces occurred after Sept. 1 of 2009. There continues to be coverage for divorced spouses by paying a full premium.	<b>Complete</b>
Administrative HR/Benefits	9	Revisit and reaffirm cost sharing formula or modify	Revisit current cost-sharing formula and determine whether savings from other program recommendations can be used to offset expense of MIT contribution increase. This moves MIT's active healthcare program to a more competitive position with our peer comparison group. Cost TBD based on contribution sharing formula selected.	ASSIGN: VPHR	MIT has slightly increased the portion of medical program costs funded by the Institute in order to moderate employees' increases. Savings due to other major benefits changes have not emerged so there is no opportunity to use savings from other program cuts to further subsidize medical coverage.	<b>Principle</b>
Administrative HR/Benefits	10	Change reimbursement strategy for Medicare eligible retirees on Medex	For employees who retire on or after 1/1/2010, change reimbursement strategy for Medicare eligible retirees on Medex program from Coordination of Benefits to Government Exclusion. Requires retirees to pay 20% of the amount that is eligible for Medicare but is not paid by Medicare. On a \$200 expense, this method would require retirees to pay \$4. Estimated savings: \$1.5 million annual savings, \$16 million FASB 106 funding liability decrease recognized over 4 years.	ASSIGN: VPHR	Proposed changes are still under consideration by MIT's executive leadership	<b>Complete</b>

Administrative HR/Benefits	11	Implement new cost-sharing formula for retiree healthcare program	This eliminates complex, service-based calculation. Idea is to freeze MIT's contribution at retirement and lower spouse's subsidy to 50% of retiree's subsidy.	ASSIGN: VPHR	New, simplified, cost-sharing formula will be implemented for new retirees on or after date yet to be determined. The spousal subsidy change and freezing MIT's contribution at retirement are still under consideration by MIT's executive leadership.	<b>Complete</b>
Administrative HR/Benefits	12	Health coverage for retirees with 5-10 years of service	Allow employees who retire with between 5 and 10 years of service to purchase retiree health coverage by paying the full cost. Provides access to coverage and is cost neutral.	ASSIGN: VPHR	Proposed changes that will result in universal access to medical coverage under national healthcare reform make this a less urgent need.	<b>Rejected/ Not at this time</b>
Administrative HR/Benefits	13	Eliminate MIT paid life insurance that follows employees into retirement	Eliminate MIT paid life insurance that follows employees into retirement	ASSIGN: VPHR	Eliminated from further consideration after discussion by Benefits Advisory Group.	<b>Rejected/ Not at this time</b>
Administrative HR/Benefits	14	Revise 401(k) plan to change current match to a discretionary match.	Reduce MIT's matching contribution to the 401(k) plan from 5% to 4% -- match 100% of the first 3% contributed by employees and 50% of the next 2% contributed by employees.	ASSIGN: VPHR	Eliminated from further consideration after discussion by Benefits Advisory Group.	<b>Rejected/ Not at this time</b>
Administrative HR/Benefits	15	Freeze qualified spousal benefit	The qualified spousal benefit is a death benefit to a surviving spouse above and beyond that provided by a joint and survivor payment option.	ASSIGN: VPHR	Regulations prevent MIT from eliminating benefits that have already accrued. Therefore only one of the two Qualified Spouse Benefit (QSB) formulas can be minimally impacted by reducing future benefits. This is a complex issue that is not worth pursuing due to the potential impact on the community.	<b>Rejected/ Not at this time</b>
Administrative HR/Benefits	16	Eliminate pension disability benefits	Currently, employees who become disabled and qualify for MIT's long-term disability coverage continue to accrue benefits in the basic pension plan until they are 65.	ASSIGN: VPHR	Eliminated from further consideration after discussion by BAG. Potential savings are less significant than the benefit that this policy provides to individuals.	<b>Rejected/ Not at this time</b>
Administrative HR/Benefits	17	Change actuarial methodology used to accrue benefits after 65	Method currently in use provides accelerated benefit accrual after attaining age 65. Recommendation would provide same rate of accrual provided prior to reaching age 65, with accelerated benefit occurring at age 70.	ASSIGN: VPHR	This change can be implemented only between age 65 and 70 as regulations require an actuarial increase after age 70. The change is still under consideration by MIT's executive leadership.	<b>Actively Pursued</b>
Administrative HR/Benefits	18	Cap service for pension formula	Cap service for pension formula	ASSIGN: VPHR	Deferred further consideration after discussion by Benefits Advisory Group.	<b>Rejected/ Not at this time</b>

Administrative HR/Benefits	19	Change cash balance plan interest rate credit	Change cash balance plan interest rate credit	ASSIGN: VPHR	Proposed regulations which will determine whether MIT's current interest crediting rate meets the definition of "market rate of return" have not yet been finalized. Finalization of proposed regulations may require MIT to change its existing rate.	<b>Rejected/ Not at this time</b>
Administrative HR/Benefits	20	Effective for new hires on or after 01/01/2010, eliminate formula benefit	Implement for employees hired on or after 1/1/2010.	ASSIGN: VPHR	This would introduce a new formula design and eliminate the career benefit formula for new hires. It is part of a new hire pension plan evaluation still under consideration by MIT's executive leadership.	<b>Actively Pursued</b>
Administrative HR/Benefits	21	Effective for new hires on or after 01/01/2010, reinstall 3-year vesting requirement	Implement for employees hired on or after 1/1/2010.	ASSIGN: VPHR	Will become effective for new hires after 7/1/2011.	<b>Complete</b>
Administrative HR/Benefits	22	Freeze formula benefit accruals (defined benefit formula) for all participants effective 7/1/2010	Implement for all current participants effective 7/1/2010.	ASSIGN: VPHR	Eliminated from further consideration after discussion by Benefits Advisory Group.	<b>Rejected/ Not at this time</b>
Administrative HR/Benefits	21	Effective for new hires on or after 01/01/2010, reinstall 3-year vesting requirement	Implement for employees hired on or after 1/1/2010.	ASSIGN: VPHR	Will become effective for new hires after 7/1/2011.	<b>Complete</b>
Administrative HR/Benefits	22	Freeze formula benefit accruals (defined benefit formula) for all participants effective 7/1/2010	Implement for all current participants effective 7/1/2010.	ASSIGN: VPHR	Eliminated from further consideration after discussion by Benefits Advisory Group.	<b>Rejected/ Not at this time</b>
Administrative HR/Benefits	23	Reduce cost volatility by changing investment strategy in defined benefit (DB) plan	Reduce cost volatility by changing investment strategy in DB plan	ASSIGN: VPF	This issue is being seriously evaluated to determine the best path forward, but changes have not yet been implemented.	<b>Actively Pursued</b>
Administrative HR/Benefits	24	Eliminate supplemental pension accruals	Impacts individuals making more than \$230,000.	ASSIGN: VPHR	The Benefits Advisory Group (BAG) concluded that this provision is a part of our competitive salary packages.	<b>Rejected/ Not at this time</b>

Administrative HR/Benefits		<b>Paid Time Off</b>				
Administrative HR/Benefits	25	Eliminate 5th week vacation accrual in 10th year of service	Eliminate 5th week vacation accrual in 10th year of service	ASSIGN: VPHR	The HR Task Force decided to focus on higher priority items with the potential for more significant savings, and therefore deferred discussion of vacation policy.	<b>Rejected/ Not at this time</b>
Administrative HR/Benefits	26	Implement formal tracking system for administrative use of vacation time	Savings potential through improved level of accountability and verified account balances for payout at termination.	ASSIGN: VPHR	The HR Task Force decided to focus on higher priority items with the potential for more significant savings, and therefore deferred discussion of vacation policy.	<b>Rejected/ Not at this time</b>
Administrative HR/Benefits	27	Accrual of sick time for Support and Service staff	Change method of accrual of sick time for Support and Service staff from annual accrual based on anniversary date, to monthly accrual. Savings potential through improved level of accountability.	ASSIGN: VPHR	This is being examined as part of a major policy re-evaluation underway by a cross-functional working group representing the DLCs and led by HR. Target date for recommendations is July 2011.	<b>Actively Pursued</b>
Administrative HR/Benefits	28	Extended Sick Leave (ESL) policy	Change practice for maximum absence under Extended Sick Leave (ESL) policy so that employees are no longer eligible to use an additional 26 weeks of ESL after sick leave accrual is exhausted. Savings TBD	ASSIGN: VPHR	This is being examined as part of a major policy re-evaluation underway by a cross-functional working group representing the DLCs and led by HR. Target date for recommendations is July 2011.	<b>Actively Pursued</b>
Administrative HR/Benefits	29	Implement Short Term Disability program	Implement Short Term Disability program that will replace 60% of pay after one week of absence for up to 26 weeks, when long term disability becomes available. Savings TBD	ASSIGN: VPHR	This is being examined as part of a major policy re-evaluation underway by a cross-functional working group representing the DLCs and led by HR. Target date for recommendations is July 2011.	<b>Actively Pursued</b>
Administrative HR/Benefits	30	Discontinue practice of counting paid time off for purposes of calculating overtime worked	Discontinue practice of counting paid time off for purposes of calculating overtime worked	ASSIGN: VPHR	This change would have implications for MIT unions and therefore further evaluation has been deferred.	<b>Rejected/ Not at this time</b>
Administrative HR/Benefits		<b>Transportation and Parking</b>				
Administrative HR/Benefits	31	Implement salary-based contribution toward cost of parking on campus	MIT has historically subsidized the cost of parking on campus and provided various incentives for employees to take public transportation and avoid parking on campus. The estimated cost of a parking space on campus is \$3,000 per year. Implement salary-based contribution toward cost of parking on campus, with those making \$125,000 and more paying 50% of market rate next year and those making less than \$125,000 subject to the 11% increase. Estimated annual savings \$500,000.	ASSIGN: VPHR	The HR Task Force decided to focus on higher priority items with the potential for more significant savings, and therefore deferred discussion of the policies related to parking on campus.	<b>Rejected/ Not at this time</b>

Administrative HR/Benefits		<b>Temporary Help and Consultants (Joint with Procurement Task Force)</b>				
Administrative HR/Benefits	32	Reduce temporary help and consultant expense	MIT temps currently processes payroll forms for over 500 temporary positions annually. The dollar amounts are quite large. The working group estimates the potential for an overall savings of between \$60 and \$80 million spent on outside professional services. a. Negotiate a single vendor management contract with an outside firm b. Develop internal systems and management discipline to maximize use of expertise within the MIT workforce before turning to temporary or consulting services	ASSIGN: VPHR/ <u>VPF</u>	VPF in collaboration with HR is working to implement a VMS program with Nextsource and Agile*1 as the Managed Service Provider (MSP). IS&T is currently reviewing the system requirements, and the business case and contract have been developed. The system will be in pilot with a subset of users by the end of June 2011.	<b>Combined with Admin Procurement # 38 (VPF)</b>
Administrative Procurement		<b>Procurement - Cross Cutting Process Improvements</b>				
Administrative Procurement	1	Reduce the number of purchasing choices	Currently, there is an over-abundance of choice, which should be reduced in ways that aggregate purchases and thus drive down costs and drive towards sustainability.	ASSIGN: VPF	A key component of our strategic sourcing initiative is the reduction in the number of suppliers serving MIT. This will result in optimal pricing, quality and overall value. It will also give MIT more leverage by working with identified partnered and preferred supplies to implement best sustainability programs. Currently MIT conducts business with 16,000 suppliers of which 800 represent 90% of spend. Efforts in this area will continue on an ongoing basis.	<b>Principle</b>
Administrative Procurement	2	Automate and streamline key processes	Currently, many procurement processes are still based on paper requisitions, reimbursement forms, manual filing and audits, etc. This will not only reduce costs significantly but also enhance the transparency and even accuracy of the entire procurement process.	ASSIGN: VPF	VPF and IS&T examined administrative systems in Spring 2010 to identify enhancements to eCAT and SAP. Alternative buying methods are being explored simultaneously. Procurement has led a pilot to convert invoices and payment to electronic processes. This pilot continues. P-card transaction limit is targeted to be increased July 1, 2011.	<b>Actively Pursued</b>

Administrative Procurement	3	Educate the community about procurement processes	Currently, many people involved in the ordering of goods or services have never been formally trained in how best to use MIT's electronic catalogues and purchasing cards, how to take advantage of special deals with particular vendors, or even how to accurately allocate the correct account number or code for individual purchases. This creates inaccuracies and re-work.	ASSIGN: VPF	VPF Procurement currently offers quarterly training sessions. However, there are 5,306 people authorized to create reqs in SAP. In order to address the need for comprehensive Procurement training geared toward diverse audiences, Procurement is developing online training resources that will be available on demand. We expect completion during the summer of 2011.	<b>Actively Pursued</b>
Administrative Procurement	4	Renegotiate and bid out contracts for key goods and services	Develop strong, transparent, long-term relations with a small number of key vendors.	ASSIGN: VPF	Supplier aggregation will result in optimal pricing, quality and overall value and give MIT leverage with preferred suppliers to implement best-in-class sustainability programs. Currently MIT conducts business with 16,000 suppliers of which 800 represent 90% of spending. The first of many, MIT awarded a key contract with Staples that resulted in lower cost to the community and receipt of a substantial rebate. Pricing contracts for IT goods and services, copier maintenance and key laboratory equipment and supplies will be focused on in FY 2011 and 2012.	<b>Actively Pursued</b>
Administrative Procurement	5	Promote sustainable purchasing practices	Examples include reducing small orders, automating processes where ever possible, migrating towards multifunctional machines, promoting videoconferencing vs. frequent travel, simply reducing the amount of goods we consume on campus every day.	ASSIGN: VPF	VPF Procurement is working with partnered and preferred suppliers to implement sustainability programs. All new Request for Proposals include a requirement that each bidder specify the green products carried. Sustainable delivery and packaging programs are also be key evaluation components.	<b>Combined with Admin Procurement # 28 (VPF)</b>
Administrative Procurement	6	Ensure that costs savings are not achieved at the expense of others.	Ensure that costs savings for certain goods and services do not enhance our well-being at the expense of others. Example: temporary workers	ASSIGN: VPHR/ <u>VPE</u>	VPF Procurement and HR have collaborated on discussions with contingent workforce providers. These negotiations have assured that savings are not at the expense of worker pay rates, and that they provide savings based on their profit margins/amount of business received from MIT.	<b>Complete</b>



Administrative Procurement	7	Develop creative solutions and fair policies	Develop creative solutions and fair policies for the numerous employees who will be impacted by our proposed changes (i.e. internal job banks)	ASSIGN: VPHR	MIT observes a set of core principles to guide human resource decisions, especially those related to individual job changes and layoffs. These principles are designed to ensure that affected individuals are treated fairly and are provided with appropriate access to career-related services.	<b>Principle</b>
Administrative Procurement		<b>Procurement - Information Services</b>				
Administrative Procurement	8	Standardize personal computing purchases on PCs	In the last fiscal year, Dell and Apple had a relatively even 50/50 split of the total laptops purchased (955 Dell to 883 Apple), while 70% of desktops purchased were Dell. Idea is that standardization allows MIT to better utilize significant campus agreements in place for Windows and Office software, leverage more time/cost-effective repair and maintenance over the lifecycle of the computer, and take better advantage of the substantial volume of business transacted with Dell. Estimated potential savings is \$800K per year. While Dell is used as the vendor for this example, standardization on other PC vendors should be explored. Opening this service to competition may produce additional savings.	ASSIGN: IS&T/ <u>VPF</u>	VPF Procurement and IS&T Desktop Deployment Services have been working to standardize configurations for large scale purchases where possible to achieve savings for the Institute. Procurement does not expect the product mix (laptops and desktops) at MIT to change (Apple and Dell). Also, IS&T conducted pilots with two vendors (Dell & Converge) for asset disposal. The asset recovery project is in production using Converge (now called Intechra). IS&T has sent 11 palettes of equipment to Intechra, where all hard drives are wiped to the standards dictated by Massachusetts law and all tags are removed. The equipment is then resold or used for parts and any profits returned to MIT.	<b>Principle</b>
Administrative Procurement	9	Standardize on a common solution for all web/audio/video conferencing services at MIT.	Currently, MIT uses a variety of web, audio and video conferencing services for meetings, collaborations, events, and conferences -- requiring coordination and planning. The selection of Webex will allow MIT to leverage the existing community around Webex, establish better volume pricing, and centralize our conferencing services with single click web access, without the need for the coordination and planning of today's solutions. Additional data is required to estimate savings.	ASSIGN: IS&T/ <u>VPF</u>	On-premise WEBEX has been implemented and is currently supporting about 500 conferences per month. The system provides the entire MIT community with free access to meeting center services.	<b>Complete</b>

Administrative Procurement	10	Reduce the number of fax machines throughout MIT	Currently, MIT maintains a significant number of Fax machines simply for occasional use. Leverage VoIP infrastructure to move stand-alone fax machines to new centralized services that allow members of the MIT community to send and receive faxes through email.	ASSIGN: Group 3 Printing and Digital Archiving	This will be re-directed to Group 3, Printing and Digital Archiving. Separate fax functionality can be served by Multi-Function Devices that combine Fax with Print, Copy and Scan functions. NOTE: There are no vendors who support Fax over VoIP currently.	<b>Actively Pursued</b>
Administrative Procurement	11	Purchase only MIT recommended desktop and laptop configurations (repeated in IS&T)	Reduce the amount of customization within the MIT recommended desktop and laptop configurations and also to reduce the amount of models and choices available in the MIT recommended choices. Savings potential is estimated at \$1.4 million.	ASSIGN: IS&T/ <u>VPF</u>	VPF Procurement and IS&T Desktop Deployment Services have been working to standardize configurations for large scale purchases where possible to achieve savings for the Institute. Procurement does not expect the product mix (laptops and desktops) at MIT to change (Apple and Dell). Also, IS&T conducted pilots with two vendors (Dell & Converge) for asset disposal. The asset recovery project is in production using Converge (now called Intechra). IS&T has sent 11 palettes of equipment to Intechra, where all hard drives are wiped to the standards dictated by Massachusetts law and all tags are removed. The equipment is then resold or used for parts and any profits returned to MIT.	<b>Combined with Admin Procurement # 8 (VPF)</b>
Administrative Procurement	12	Change purchasing card rules to make it possible to buy computers directly on a purchasing credit card	Eliminate time-consuming purchase order requirement.	ASSIGN: VPF	All desktops, laptops, servers, and peripherals can be purchased electronically through our E-Procurement portal, at optimum contracted price. This method of purchase facilitates asset tracking by the Property department. Computer items up to \$500 can be purchased using the P Card and this limit may be raised to \$1,000 in the coming months.	<b>Rejected/ Not at this time</b>
Administrative Procurement	13	Examine the impact of the \$3,000 capital equipment rule on computer purchases	Eliminate incentive to pad purchases with unnecessary products so that item is capitalized instead of expensed.	ASSIGN: VPF	VPF Procurement will initiate discussions with OSP, Finance and Audit Division to better understand the impact to the community and to the financial impact of this idea. VPF Procurement will initiate this review in FY 2011.	<b>Actively Pursued</b>

Administrative Procurement		<b>Procurement - Facilities</b>				
Administrative Procurement	14	Consolidation of design services leading to partnering agreements	Design services on renovation projects represented \$6.34 million in FY 2008. Of this amount 61% or \$3.9 million was for repetitive projects that could have benefited from a partnership approach. 43 separate firms worked on 135 projects in FY 2008.	ASSIGN: DoF/CPEC	Delivering projects (whether in design or construction) in an aggregated way makes great sense. We will be working with Procurement to develop partnership/bundling agreements.	<b>Principle</b>
Administrative Procurement	15	Leverage facilities related purchasing power across departmental boundaries	Approximately \$15 million of facilities-related purchases, excluding construction, were purchased outside of the Department of Facilities, while the Department of Facilities purchased \$8 million. Savings potential estimated at \$450K per year.	ASSIGN: DoF/OPS	This effort continues. A recent example is a new effort launched to take a fresh look at our procurement / stock room in a team effort with Procurement and a third party consultant. OPS is working closely with Sourcing to coordinate purchases with departments and Lincoln Labs.	<b>Actively Pursued</b>
Administrative Procurement		<b>Procurement - Furniture and Laboratory Supplies</b>				
Administrative Procurement	16	Combine MIT campus and MIT Lincoln Laboratory furniture procurement	IN FY 2008, Campus purchased \$1.5 million in furniture and Lincoln Lab spent \$1.2 million (excluding technical furniture). Savings potential is estimated at \$75K per year.	ASSIGN: VPF	Creative Office Pavilion is the preferred vendor for both campus and Lincoln Lab. The Campus Procurement group has agreed to meet with the LL Procurement group on a monthly basis to assure that both groups are receiving the best possible terms/pricing from vendors.	<b>Rejected/ Not at this time</b>
Administrative Procurement	17	Eliminate independent buying from Office Depot	In FY 2008, Campus bought \$63,000 of furniture at Office Depot. If independent buying through Office Depot was eliminated, MIT could have saved an estimated 10% on those purchases. Estimated potential savings is \$6K per year	ASSIGN: VPF	MIT has two preferred suppliers for office furniture. Furniture is not an office supply company's key competency and their product is not as high a quality as that of furniture suppliers. We will focus the community to our preferred furniture suppliers and establish procedures to eliminate catalogue access for furniture.	<b>Actively Pursued</b>

Administrative Procurement	18	Convert lab supply and equipment orders < \$5K to eCAT/Sciquest or procurement card transactions	FY 08 total lab supplies and equipment purchases were \$74.37M - \$9.1M, spent on 15,176 orders processed with total amounts less than \$5K using manual processing. Estimated potential savings is \$30k-96K to GIB, \$500K-\$1,700K total	ASSIGN: VPF	We will continue to direct the MIT Community to our Partnered and Preferred suppliers through our new SmartBuy e-Procurement portal. Specifically in FY 2010 we added 35 lab and research, 3 MRO, and 1 medical providers to our eCAT portal. Further expansion of our e-Procurement process through our Partnered/Preferred consolidated supply base will be executed as negotiations proceed. In CY 2011 Procurement will add approximately 10 new suppliers to the eCat portal. We are also working to increase the per transaction limit on the P card to \$5K.	<b>Complete</b>
Administrative Procurement	19	PCARD/eCAT rebate	Rebate was lost by processing orders less than \$5K manually. Estimated potential savings is a \$75k-\$194K rebate per year GIB.	ASSIGN: VPF	The combined rebates for the P-Card, Travel Card, and ePayables generated nearly \$1.2M in FY 2010. We are working with the community to identify appropriate opportunities to increase credit card usage for routine and small dollar purchases with a goal of increasing the rebate in FY 2011 to \$1.7M and \$2M in FY 2012.	<b>Actively Pursued</b>
Administrative Procurement	20	Renegotiate existing lab supply and equipment contract with VWR Scientific	VWR has currently offered a one-time \$350K rebate to be applied to the Insitute's GIB- one time rebate is estimated savings	ASSIGN: VPF	VPF Procurement negotiated incentive payments with VWR of \$215,000 annually for five years.	<b>Complete</b>
Administrative Procurement	21	Create savings by negotiating scientific equipment contracts with suppliers that currently have GIB spend greater than \$100K	The FY 08 GIB spend for lab supplies and equipment was \$4.7 million. Nine suppliers exceeded \$100,000 in purchases. Estimated potential savings - TBD.	ASSIGN: VPF	VPF Procurement negotiated incentive payments with VWR of \$215,000 annually for five years.	<b>Combined with Admin Procurement #20 (VPF)</b>
Administrative Procurement	22	Renegotiate existing Lab Supply contracts for Sciquest/ECAT suppliers with high volume	Three suppliers total \$1.5 million. Estimated potential savings - TBD.	ASSIGN: VPF	VPF Procurement negotiated incentive payments with VWR of \$215,000 annually for five years.	<b>Combined with Admin Procurement #20 (VPF)</b>

Administrative Procurement		<b>Procurement - Administrative Supplies and Travel</b>				
Administrative Procurement	23	Use a Bank of America (BOA) travel card with corporate liability	Current practice requires travelers to request an advance or pay out of pocket and seek reimbursement. Use of the credit card for travel will result in rebate income to MIT.	ASSIGN: VPF	A Bank of America / MIT travel credit card with corporate liability is now in use as part of the Travel Modernization Program. Individual travel cards are available for travelers, and Department cards are available for use in arranging visitor travel. 60% of the MIT travel spend is now being handled with the use of the credit card.	<b>Complete</b>
Administrative Procurement	24	Concur expense reporting and online booking (Cliqbook)	Current practice requires travelers to reconcile expenses with manual processes that are paper driven, time consuming and challenging to manage -- 31,000 reimbursements are processed each year. Online booking and expense reporting would eliminate these manual processes. Estimated potential savings is \$85k-\$127K per year.	ASSIGN: VPF	The online booking tool Cliqbook and Concur expense reporting system are now available Institute-wide in conjunction with the travel credit card as part of the Travel Modernization Program. We are working toward 100% adoption of the system by the end of FY 2011.	<b>Complete</b>
Administrative Procurement	25	Consolidated travel agency model	Consolidate external travel vendors, introduce a complementary online booking system, and consolidate MIT and Lincoln Lab travel offices. Estimated potential savings is \$1 million per year.	ASSIGN: VPF	Campus has established Service Level Agreements with 3 preferred providers: BCD Travel, OTT (Oriental Tours & Travel), TTC (The Travel Collaborative). The Cliqbook online booking tool has been implemented. Consolidation of Campus and LL travel offices is not being pursued.	<b>Complete</b>
Administrative Procurement	26	Direct air and national hotel contracts	Currently MIT is a member of the Medical Academic and Scientific Community Organization (MASCO) and has adopted its airline contract pricing structure. Proposal is that MIT negotiate its own direct contracts with air and hotel providers and utilize the MASCO agreement or other if/when they are more favorable. Estimated potential savings is \$5.7 m-\$7.6 million per year.	ASSIGN: VPF	Campus in collaboration with LL, has established preferred Air, Hotel, and Car rental Agreements both directly and through MASCO. These arrangements are available through our 3 preferred travel agencies, BCD, OTT, and TTC. Campus also has its own agreements with air, car and hotel vendors to bring more savings to MIT.	<b>Complete</b>
Administrative Procurement	27	Electronic travel reimbursements	Currently, paper forms are completed to request reimbursement for out-of-pocket expenses for business travel. Direct deposit of these reimbursements would replace paper checks generated for this purpose. Estimated potential savings - TBD.	ASSIGN: VPF	Direct deposit functionality has been implemented for reimbursements resulting from request for payment processing as well as travel expense reports. At present, reimbursements are deposited to the bank account on file for paycheck deposit, and the opportunity to identify a second bank account for reimbursements will soon be provided to the community.	<b>Complete</b>

Administrative Procurement	28	Accelerating Green Procurement @ MIT	Support 100% recycled product purchases. Estimated potential savings - TBD.	ASSIGN: VPF	VPF Procurement is working with partnered and preferred suppliers to implement sustainability programs. All new Request for Proposals include a requirement that each bidder specify the green products carried. Sustainable delivery and packaging programs are also be key evaluation components.	<b>Principle</b>
Administrative Procurement	29	Onsite life science operation	MIT's partner for cylinder management (Airgas East) has proposed an onsite solution (state of the art cryogenics facility, encompassing products, services and value added efficiencies geared toward reducing MIT's costs, streamlining mission critical processes and shrinking the Institute's carbon footprint. Estimated potential savings - TBD.	ASSIGN: VPF	Initial discussions indicated little support for this proposal, and it is not being seriously considered at this time.	<b>Rejected/ Not at this time</b>
Administrative Procurement	30	Airgas proposal	Extend the existing partnership agreement. Estimated potential savings is \$70k-\$80K per year.	ASSIGN: VPF	VPF Procurement has received a proposal from Airgas to extend the current relationship with expectation of savings/cost reductions to MIT. The proposal is currently being revised to incorporate training and safety requirements, and negotiations should be completed in spring of 2011.	<b>Actively Pursued</b>
Administrative Procurement	31	Vendor consolidation for clerical temporary help	Continuation of vendor consolidation and reducing choice of vendors. Estimated potential savings \$600K per year	ASSIGN: VPF	Identified partner and preferred supplier Hollister and PSG. VPF in collaboration with HR is working to implement a VMS program with Nextsource and Agile*1 as the Managed Service Provider (MSP). IS&T is currently reviewing the system requirements, and the business case and contract have been developed. The system will be in pilot with a subset of users by the end of June 2011.	<b>Combined with Admin Procurement # 38 (VPF)</b>
Administrative Procurement	32	Transition from laser jet printers to multifunctional devices	Currently there are 751 copiers and 4,220 printers as part of central inventory system - combine with Institute-wide plan to reduce total amount of printing on campus. Estimated potential savings is \$3.5 million per year.	ASSIGN: VPF	VPF Procurement completed a pilot program with Xerox Corporation to review their copy, fax, scan and printing requirements. The pilot did not result in cost savings and ongoing difficulties with implementation and service delayed expansion to MIT campus more broadly. Alternative efforts are now being pursued through the MIT-wide printing team.	<b>Actively Pursued</b>

Administrative Procurement	33	Office supplies - update core contract list, implement a minimum order value of \$50 and limited view catalog	The core contract list is for 427 items, which represents 38% of the business. Idea is to update the list to the top 239 items to achieve a \$70,822 product savings by lowering prices on products not previously on the core list. Estimated potential savings is \$435K per year.	ASSIGN: VPF	The office supply contract was put out to bid with emphasis on core item pricing. The result was very competitive pricing through Staples. We are actively working to reduce the number of core items (currently 512) as we continually seek to achieve improved pricing and savings for the Institute. We are also working on communications materials to bring about awareness of \$50 "order minimum" to reduce costs.	<b>Actively Pursued</b>
Administrative Procurement	34	Office supplies - rebid office supplies	Initial term ends 12/31/2009 - recent third party audit states that MIT has highly competitive pricing structure - but economic conditions may allow further savings. Estimated potential savings - TBD.	ASSIGN: VPF	The Office supply contract was put out to bid, in combination with Lincoln Lab, in early January 2010. Award was granted to Staples.	<b>Complete</b>
Administrative Procurement	35	Reduction of small dollar purchase orders processed by MIT procurement	Procurement processes 125,000 purchase orders on a yearly basis, over 46,000 of which are less than \$5,000 and are not processed through ECAT system. Idea is to establish and enforce new policies that require use of procurement card or ECAT for small purchases. Estimated potential savings \$120k-\$180K per year.	ASSIGN: VPF	We are exploring new ways of using the MIT Procurement Card to generate savings. One Pilot program will use a centrally based card to place orders for new and one time vendors, with charges verified in procurement. This will require a new business process to ensure compliance with audit guidelines.	<b>Actively Pursued</b>
Administrative Procurement		<b>Procurement - Temporary Staff and Consultants</b>				
Administrative Procurement	36	Employee job share bank	Create a central database to track available employees and share resources. Estimated potential savings - TBD.	ASSIGN: VPHR	Temporary job database was created to assist lay-offs. No permanent solution due to HR cuts in staffing services.	<b>Complete</b>
Administrative Procurement	37	In-house casual labor	Converting casual labor workforce from outside agencies including NextSource to in-house. Estimated potential savings - TBD.	ASSIGN: VPHR	VPF in collaboration with HR is working to implement a VMS program with Nextsource and Agile*1 as the Managed Service Provider (MSP). IS&T is currently reviewing the system requirements, and the business case and contract have been developed. The system will be in pilot with a subset of users by the end of June 2011.	<b>Combined with Admin Procurement # 38 (VPF)</b>

Administrative Procurement	38	Implement a vendor management system	A VMS is an Internet-based procurement application outsourced to a temporary agency which is responsible for managing the process for all outsourced procurement activities outsourced to them. This would require the community changing the way we procure professional services. Estimated potential savings per year: \$480-\$720 GIB, \$8M-\$12M total.	ASSIGN: VPF	VPF in collaboration with HR is working to implement a VMS program with Nextsource and Agile*1 as the Managed Service Provider (MSP). IS&T is currently reviewing the system requirements, and the business case and contract have been developed. The system will be in pilot with a subset of users by the end of June 2011.	<b>Actively Pursued</b>
Administrative IT		<b>IT @MIT - Standardization</b>				
Administrative IT	1	Centralize purchasing and management for computer hardware (repeated in IS&T)	Currently a loosely managed process. Idea is to standardize a small number of hardware options and then centralize purchasing, installation, maintenance, support and eventually disposal and replacement .Estimated potential savings per year is \$1.7 million.	ASSIGN: IS&T/ <u>VPF</u>	VPF Procurement and IS&T Desktop Deployment Services have been working to standardize configurations for large scale purchases where possible to achieve savings for the Institute. Procurement does not expect the product mix (laptops and desktops) at MIT to change (Apple and Dell). Also, IS&T conducted pilots with two vendors (Dell & Converge) for asset disposal. The asset recovery project is in production using Converge (now called Intechra). IS&T has sent 11 palletes of equipment to Intechra, where all hard drives are wiped to the standards dictated by Massachusetts law and all tags are removed. The equipment is then resold or used for parts and any profits returned to MIT.	<b>Combined with Admin Procurement # 8 (VPF)</b>
Administrative IT	2	Centralize purchasing and management for computer software	MIT spends over \$4 million on software licenses and software management. Savings can be realized with 1. Enterprise-wide licences and quantity discounts, 2. Standardizing on a small number of software products 3. Open source software .Estimated potential savings: TBD.	ASSIGN: IS&T/ <u>VPF</u>	Software acquisition functions have been consolidated, and IS&T and Procurement continue to work collaboratively on software vendor selection and negotiation - aggressively negotiating all pricing, business and legal aspects of new software acquisitions and renewals. For example, IS&T has recently acquired VMware View software, centralized purchasing for Microsoft Windows Server OS software and for Sharepoint, and enhanced distribution and support processes for all software available through MIT's Microsoft Campus Agreement.	<b>Complete</b>



Administrative IT	3	Centralize online process for graduate admissions	Current process is paper driven, costly and inefficient. Idea was also proposed by the Education and Administrative Processes Working Groups.	ASSIGN: DGE	An analysis must be undertaken to determine if migrating to a common, paperless model (similar to one developed by EECS) is viable and effective.	<b>Combined with Admin Processes #9 (DGE)</b>
Administrative IT	4	Decustomize administrative enterprise systems	MIT was an early adopter of SAP, which required major customization -- some capabilities are now standard. Potential savings would be realized from reducing developer time and making processes more efficient. Estimated savings of \$2.6 million per year.	ASSIGN: IS&T	1. Completed SAP assessment, which identified high level de-customization opportunities. 2. Administrative Systems Roadmap underway. Updates to governance committees scheduled for January & February, 2011. 3. Completed decustomization of 1099 and 1042S tax reporting. <b>NOTE:</b> Decustomization efforts will be actively pursued with guidance from the IT Governance Committee and sponsors of administrative systems via Administrative Systems and Policies Coordinating Council. This will be an ongoing effort aligned with the Administrative Systems Roadmap.	<b>Actively Pursued</b>
Administrative IT	5	Decustomize educational enterprise systems	WEBSIS, Stellar and OCU are the three enterprise educational systems. Decustomizing will require some changes in how MIT does business. Potential savings would be realized from reducing developer time and making processes more efficient. Estimated \$0.6 million per year in savings.	ASSIGN: IS&T	WEBSIS - Decustomization of Education System 1. blackboard experiment is going to occur in the Spring term. 2. IOffice implementation for ISO is complete. 3. Roadmap is complete. <b>NOTE:</b> Decustomization efforts will be actively pursued with guidance from the IT Governance Committee and sponsors of educational enterprise systems via SSSC. This will be an ongoing effort aligned with the Education Systems Roadmap.	<b>Actively Pursued</b>

Administrative IT		<u><b>IT@MIT - User-centered IT Systems</b></u>				
Administrative IT	6	Remove pain points in using MIT enterprise systems	Many user interfaces are awkward and prohibit tasks from being done efficiently. Far more emphasis needs to be placed on improvements to the way we provide management information to support our business. MIT administrators estimate that they spend 10-20% of their time translating transactional information into management information. Potential productivity savings are estimated at \$1.5 million.	ASSIGN: IS&T	1. Completed the following to remove pain points: Appointment Process Redesign 1.0 & 1.1 , Enterprise Learning 1.0, Electronic W2's. Online Request for Payments 1.0 2. Identifying additional pain points through the SAP Assessment and Administrative Systems Roadmap initiatives. <b>NOTE:</b> De-customization efforts will be actively pursued with guidance from the IT Governance Committee and sponsors of administrative systems via ASPCC. This will be an ongoing effort aligned with the Administrative Systems Roadmap.	<b>Actively Pursued</b>
Administrative IT		<u><b>IT@MIT - Outsourcing</b></u>				
Administrative IT	7	Outsource voice and video communication	MIT currently installs and manages its own voice telephone system. Operating costs are estimated at \$3.2 million/year and capital costs are estimated at \$6 million per year. It is estimated that outsourcing could potentially save 30% of current annual operating costs or \$1.3 million.	ASSIGN: IS&T	<b>The following work has been completed as part of ongoing consolidation efforts:</b> * Migrated all 5ess (analog/isdn) international calling to IP trunking. * Implemented Unity Connection voicemail solution and planning/testing underway for migrating all voicemail users VoIP and traditional to it. * On-premise WEBEX has been implemented and is currently in testing, which will provide the entire MIT community with free access to webex meeting center services. <b>NOTE:</b> The suggestion to outsource voice and video has been REJECTED as the time is not right for such a major change in the provision of voice and video at MIT, particularly given the recent migration to VoIP.	<b>Rejected/ Not at this time</b>
Administrative IT	8	Replace landlines with mobile phones	Currently almost all employees have landlines and also about 10% have cellphones. Proposal requires a serious RFP process but potential savings are estimated at about \$0.5 million per year.	ASSIGN: IS&T	MIT has recently invested in the migration to VoIP. MIT does not currently have a satisfactory level of cellular coverage across the campus from any of the major carriers, making it infeasible for MIT to migrate to exclusive use of cellular phones.	<b>Rejected/ Not at this time</b>

Administrative IT	9	Remove disincentive for outsourcing research technical support services	Currently this work is done by 1. graduate students, postdocs or research staff; 2. permanent staff and 3. outside vendors. Outside vendors are often a the best solution but overhead is charged on all of these services, creating a disincentive.Idea is to renegotiate overhead rules so that the overhead charge is exempted for amounts over \$25K, consistent with subcontracts.	ASSIGN: IS&T	The proposal calls for MIT to renegotiate MIT's overhead rules with the US government. Implementation is out of scope for IS&T.	<b>Rejected/ Not at this time</b>
Administrative IT		<b>Streamline operations for IT at MIT</b>				
Administrative IT	10	End support for selected IT products and services	Over the years, MIT has collected many IT products and services that are no longer appropriate for support -- They are out of date, used by few people, or better alternatives are available.Estimated potential savings from closing or de-supporting some services is \$1.2-\$1.8 million but requires further investigation.	ASSIGN: IS&T	Additional products e-supported since June 2010 include: Oracle Techttime clients have been retired, lpass dialup service has been retired, SyncML and SyncJE clients have also been retired with the migration to Exchange. <b>NOTE:</b> IS&T has an ongoing effort for de-supporting products.	<b>Actively Pursued</b>
Administrative IT	11	Reduce printing costs	Modifying the way printing is done is estimated to save about \$4.3 million or 58% of the total annual printing costs. Ideas are as follows: 1. active print management, 2. elimination of banner pages, 3. duplex printing, and 4. toner savings.	ASSIGN: Group 3 Printing and Digital Archiving	The Printing and Digital Archiving Team has completed its study and expects to submit a report on this and other related ideas in Spring 2011.	<b>Actively Pursued</b>
Administrative IT	12	Streamline help-desk support and outsource as appropriate	MIT has several departments providing help desk IT services to either the entire community or within their own DLC. There is substantial overlap in services provided. Potential savings are estimated at \$1.5 to \$2 million annually across the Institute.	ASSIGN: IS&T	Completed study of current IS&T Help Desk delivered by Dell on 9/22/10. This study compared MIT with other educational and corporate environments. IS&T is actively working on reccommendations to change: 1. Communication 2. Customer Engagement 3. Workflow/Process 4.Tools.	<b>Actively Pursued</b>
Administrative IT		<b>Streamline the governance structure for IT at MIT</b>				
Administrative IT	13	Reorganize committees and organizational units related to IT	IT at MIT suffers from an overabundance of advisory committees and organizational units, coupled with unclear processes for decision making, often times resulting in a great deal of effort expended to achieve very little.Savings are difficult to quantify but potentially large.	ASSIGN: IS&T	IT Governance Committee has been established by the Provost and the Executive Vice President on 5/17/2010 to address these issues.	<b>Complete</b>

Administrative IT		<b>Innovation and strategic advantage</b>				
Administrative IT	14	Support location-independent work	Formally provide technological and organizational support for "location independent work." Potential savings are estimated at \$4.4 million, with \$2.7 million from a reduction in office space and \$1.7 million in productivity savings.	ASSIGN: PROVOST (Previously Group 5)	We will request that Provost, EVP and IT Governance Committee endorse this idea as a Principle and ask Deans and other officers to work with Human Resources to pursue implementation wherever appropriate.	<b>Principle</b>
Administrative IT	15	Create a more cost-effective research-computing environment	Research computing is at the heart of the MIT community's knowledge-generating work. It is often done in a scattered ad-hoc manner across the campus. Idea is to have a more coordinated centralized approach so that space, cooling and power can be shared (and possibly network infrastructure). Estimate of potential off-campus research computing power savings is \$3.5 million.	ASSIGN: VPR	MIT is currently taking the lead and partnering with Umass, BU, Harvard and the State of Massachusetts to create a High Performance Computing Center in Holyoke MA. This center will create a cost effective environment for research computing.	<b>Actively Pursued</b>
Student Life	1	Fee structure for visiting students	The number of registered visiting students has risen dramatically (from ~200 in 2003 to ~650 in 2008). Faculty currently pay a one-time \$1,000 fee per visiting student, regardless of a student's duration of stay. Idea is a new an higher pro-rated fee that would cover more overhead.	ASSIGN: DGE	A report recommending an increased fee structure for visiting students has been completed by a working group of faculty and staff. Best way to implement recommendations is being explored.	<b>Actively Pursued</b>
Student Life	2	Improvement of housing utilization during the Summer	Currently, housing utilization during the summer is low, particularly in undergraduate dorms -- all dorms remain open. Idea is to have a more rational utilization of our housing stock during the summer by defragmenting the use of dorms so that they are either fully used by our students, by MT programs or outside programs, or are closed to residents other than year-round residents, such as GRTs and housemasters. Potential savings is estimated at \$1.1 to \$4.5 million.	ASSIGN: DSL	DSL will move this forward. Housing will develop a plan to be implemented this summer and consult with the Housing Strategy Group	<b>Complete</b>

Student Life	3	Relaxation of four-year on-campus housing commitment	Currently, undergraduates have been de facto guaranteed four-year on-campus housing. Potential savings is based on not going forward with W1 project -- estimated at \$2.5 million in yearly savings.	ASSIGN: EMG	The Committee on Undergraduate Admissions and Financial Aid (CUAFA) studied the possibility of increasing enrollment via transfer student admissions, and the issue of our four-year on-campus housing guarantee, especially as it relates to transfer students. CUAFA's recommendation was not to relax the housing guarantee, due to the significant negative impacts to the living and learning environment of our students.	<b>Rejected/ Not at this time</b>
Student Life	4	Metering of dormitories	Current cost of metering the remainder of the dorms is estimated at \$790K. Current annual energy bill for the dorms is \$8 million. Energy savings based on Google metering is 5-15%. If a midpoint of 10% were achieved, savings would be \$800K. If we shared with students, savings would be \$400K.	ASSIGN: DSL	DSL has concluded that metering existing dormitories may not by itself change energy consumption behavior. An approach involving a comprehensive assessment of potential energy reductions as part of capital renewal projects that address whole building infrastructures will be pursued	<b>Rejected/ Not at this time</b>
Student Life	5	Adjusting financial aid to true food costs	Currently, the board (food) component of the cost of education does not accurately reflect the actual student expenditure on food. This results in a discrepancy in the financial aid MIT allocates for board and students' actual food expense. The MIT board cost is set at \$4,460 per academic year. A recent survey found student self-reported expenditures on food ranged from \$1,700 to \$2,240 per academic year. The idea is to reduce the board component of financial aid to \$3,000 per academic year for students who decline the meal plan. Board would remain at \$4,460 for students on the meal plan. This change would provide an incentive for students to opt for the meal plan, which would benefit the MIT dining program financially and lead to better student nutrition. It would also lead to significant savings in financial aid allocated to students who decline the meal plan. Potential savings: If board is set at \$3,000 and 80% of students decline the MIT meal plan, \$2.4 million in UG financial aid savings would be realized.	ASSIGN: EMG	A survey of current undergraduates was undertaken in the fall of 2009 by Student Financial Services (SFS) and the Committee on Undergraduate Admissions and Financial Aid (CUAFA) to determine true food costs for the undergraduate student body. As a result, financial aid allowance was adjusted downward for the FY11 budget.	<b>Complete</b>

Student Life	6	Implementation of meal plan changes in house dining -- fall 2010	An examination of the Blue Ribbon Committee's (BRC) proposed meal plan changes found the changes would lead to a reduction in MIT's approximately \$500K annual subsidy of the dining system. The idea is to provide a \$600 dinner plan in place of the current \$300 dinner plan as a requirement for new students as of fall 2010. Among the foreseeable benefits of the new plan are that it would create revenue stability and attendance predictability.	ASSIGN: DSL	DSL has developed a plan in which five residence halls will implement dining programs beginning Fall 2011.	<b>Complete</b>
Revenue Enhancement		<b>Scalable Educational Platforms</b>				
Revenue Enhancement	1	Online freshman year	Would radically change MIT culture. Revenue potential of \$50-\$100 million. Not recommended.	ASSIGN: Group 4 Education Model	The MIT Council on Educational Technology (MITCET) has advised against an entirely online freshman year for MIT students, as this would be a fundamental change to MIT's educational culture. The MIT-Online Study Group is still considering the possibility of offering MIT courses online, including freshman courses, which possibly could be open to MIT students as well as external students.	<b>Rejected/ Not at this time</b>
Revenue Enhancement	2	Selected undergraduate subjects for credit via e-learning	Web-based, for-credit, distance-education subjects to learners worldwide. The for-credit subjects would have 24/7 on-line TAs, homework submission, and grading and graded examinations. Revenue potential of \$60 million.	ASSIGN: Group 2 E-learning opportunities	The MIT-Online Study Group is exploring and communicating with the MIT community about possibilities and issues for MIT in online education. A preliminary report was submitted to the Provost in Dec 2010 and recommendations regarding specific ideas are expected later this year.	<b>Actively Pursued</b>
Revenue Enhancement	3	E-learning masters degrees	Masters degrees at a distance (via asynchronous "e-learning") to both individual learners and to groups of mid-career professionals at companies. On-line support would be offered by 24/7 graduate TA teams. An extensive market analysis, stratified by different market segments worldwide, would be needed. Revenue potential of \$30 million.	ASSIGN: Group 2 E-learning opportunities	The MIT-Online Study Group is exploring and communicating with the MIT community about possibilities and issues for MIT in online education. A preliminary report was submitted to the Provost in Dec 2010 and recommendations regarding specific ideas are expected later this year.	<b>Actively Pursued</b>

Revenue Enhancement	4	MIT continuing education program (extension studies)	Develop full continuing education degree or certificate program to be executed weekday evenings on the MIT campus and 24/7 online using a modified OCW platform and content. Non-regular faculty to teach on-campus courses. Revenue potential of \$10 million.	ASSIGN: Group 2 E-learning opportunities	The MIT-Online Study Group is exploring and communicating with the MIT community about possibilities and issues for MIT in online education. A preliminary report was submitted to the Provost in Dec 2010 and recommendations regarding specific ideas are expected later this year.	<b>Actively Pursued</b>
Revenue Enhancement	5	MIT Lifetime Academy	MIT provides early, mid and late career education to advance alumni professionally and personally - in the form of short courses and modules, on campus and at a distance by e-learning. Estimated revenue \$9-\$45 M	ASSIGN: Group 2 E-learning opportunities	The MIT-Online Study Group is exploring and communicating with the MIT community about possibilities and issues for MIT in online education. A preliminary report was submitted to the Provost in Dec 2010 and recommendations regarding specific ideas are expected later this year.	<b>Actively Pursued</b>
Revenue Enhancement	6	Partnerships with corporate universities	MIT preferred partner to corporate universities with a strong scientific and technical orientation. Revenue potential is greater than \$10 million.	ASSIGN: Group 2 E-learning opportunities	The MIT-Online Study Group is exploring and communicating with the MIT community about possibilities and issues for MIT in online education. A preliminary report was submitted to the Provost in Dec 2010 and recommendations regarding specific ideas are expected later this year.	<b>Actively Pursued</b>
Revenue Enhancement	7	Executive/professional education to enhance corporate partnerships	Complement research in leading corporate relationships with significant custom executive/professional education programs. Revenue potential is \$20-\$30 million.	ASSIGN: Group 2 E-learning opportunities	The MIT-Online Study Group is exploring and communicating with the MIT community about possibilities and issues for MIT in online education. A preliminary report was submitted to the Provost in Dec 2010 and recommendations regarding specific ideas are expected later this year.	<b>Actively Pursued</b>
Revenue Enhancement	8	MIT Energy Pathways	A thematic set of educational offerings that cuts across a variety of delivery mechanisms is proposed. This package of subjects/courseware could be exploited in several on/off campus revenue enhancement schemes. Revenue potential of less than \$10 million.	ASSIGN: Group 2 E-learning opportunities	The MIT-Online Study Group is exploring and communicating with the MIT community about possibilities and issues for MIT in online education. A preliminary report was submitted to the Provost in Dec 2010 and recommendations regarding specific ideas are expected later this year.	<b>Actively Pursued</b>
Revenue Enhancement		<b>Corporations and Government</b>				
Revenue Enhancement	9	Large-scale institutional initiatives	Groups of faculty and researchers within MIT participate in large, interdisciplinary, institutional initiatives. Research income: modest GIB impact. Revenue potential: \$10's of millions.	ASSIGN: VPR	There are many activities of this sort currently being conducted on campus. Launching these new ideas requires senior level project management staff to help manage the proposal process and to set up new centers and programs. We will explore with the Deans how this administrative and technical support can be provided.	<b>Principle</b>

Last Modified: 4/4/2011

Group Assigned:Data

Revenue Enhancement	10	Lower cost-recovery rate for foundation research grants	Policy changes to allow charging less than the rate established by the ONR for recovery of overhead costs for research projects funded by foundations. Revenue potential: \$30+ million.	ASSIGN: VPR	Federal regulations do not allow us to charge different overhead rates. However, we are currently exploring ways to mitigate under-recovery in foundation awards and are always seeking additional resources to fund under-recovery.	<b>Rejected/ Not at this time</b>
Revenue Enhancement	11	Foreign government collaborations	International collaborations with foreign governments, in the style of SMA, MIT-Portugal, etc. Requirement for a fixed (say 10%) contribution to the GIB for all such agreements exceeding \$10 million/year. Revenue potential: 10's of millions.	ASSIGN: VPR	Each negotiation with a foreign government or organization is unique and must be considered on a case by case basis. Clearly the Provost and VPR wish to maximize contributions to the GIB. However, it is not in our best interests to set a fixed rate.	<b>Principle</b>
Revenue Enhancement	12	Transition laboratories	Establish labs and/or teams of faculty and researchers to perform applied research for industry. Primarily research support, but potential for contribution to GIB in form of fees and royalties. Revenue potential: 10's of millions.	ASSIGN: VPR	There are many issues with this concept. This is not currently a high priority to explore.	<b>Rejected/ Not at this time</b>
Revenue Enhancement	13	Expansion of Office of Corporate Relations/Industrial Liaison Program	Increase the number of officers by 5 to expand ILP member portfolio by 50 to 230-240 companies to increase fees, research, and gifts, plus corporate development for major MIT initiatives. Revenue potential: \$6 million.	ASSIGN: VPRD	This is a very desirable action. We have reorganized the ILP budget model to allow for staff increases based upon increased revenue - within some limiting guidelines.	<b>Complete</b>
Revenue Enhancement		<b>Issue Based Groups and Individual Donors</b>				
Revenue Enhancement	14	MIT research multiplier fund	Contributions from individual and corporate donors to match additional funds from private foundation, supporting research, educational projects and other worthwhile initiatives at MIT. Potential for reduction of unrestricted gifts to MIT. Revenue potential: \$25 million.	ASSIGN: VPRD	The VPRD seeks to develop Institute strategy regarding the restrictive policies of private foundations on the support of the full cost of research, including indirect costs. One possible strategy may involve explaining to foundations the various categories of support that incur different types of indirect costs as well as types of support that do not incur these costs. In addition, we will seek out individual donors who appreciate the impact of research support from foundations and who may wish to help the institute address the burden of under recovery.	<b>Actively pursued</b>



Revenue Enhancement	15	Expansion of the resource development program	MIT's resource development is efficient but has significantly less staff than peer institutions. Officers currently manage 4,200 prospects, but the Institute has the potential to engage some 3,200 already identified additional major and principal gift prospects. Revenue potential: \$180 million per year above current levels.	ASSIGN: VPRD	There is general consensus that our limited staffing levels are constraining our capture of philanthropic funds. We are currently engaged in a review to determine the most effective way to maximize our philanthropic potential.	<b>Actively pursued</b>
Revenue Enhancement	16	Expansion of acceptable gift planning vehicles	Generate incremental revenue by expanding its gift planning marketing efforts and gift acceptance policies to include additional instruments, e.g. charitable lead trusts, pooled income funds, and retained life estate gifts of real estate. Revenue potential greater than \$10 million.	ASSIGN: VPRD	These policies are currently being reviewed by an Institute gift policy committee. We are doing a comparison of our planned giving efforts with current industry best practices.	<b>Actively pursued</b>
Revenue Enhancement	17	Market the MIT brand	Devise a business model to vend Institute merchandise cost-effectively to specific, targeted markets. Revenue potential: \$1-5 million.	ASSIGN: PROVOST	MIT-branded merchandise is already marketed through the MIT Coop. It is difficult to envision any appropriate expansion beyond the current practice that would raise significant additional revenue.	<b>Rejected/ Not at this time</b>
Revenue Enhancement	18	Forge high-return alumni connections: "William Barton Rogers Visitorships"	A visitorship for distinguished alumni, who, in conjunction with a significant gift on the order of \$150,000 would come to the MIT campus for an academic year. Revenue potential: \$2 million.	ASSIGN: AA	Idea is not in alignment with Alumni Association strategic priorities related to building an extended MIT community, and in conflict with the Association's long term interests in encouraging all alumni to remain connected with MIT regardless of their donations to the Institute. Also, hidden costs of such a program and difficult operational logistics would pose barriers and increase costs.	<b>Rejected/ Not at this time</b>
Revenue Enhancement		<b>Exploiting Physical Assets</b>				
Revenue Enhancement	19	Maximize use of MIT owned real estate	Attract developer to build conference center (with hotel, retail space, and renovated MIT museum) where MIT provides conference content and outside party runs facility. MIT already has a very capable real estate development office that is profit driven. Revenue potential: not quantified.	ASSIGN: EVP/MIT TIMCo	MIT Real Estate, a part of the MIT Investment Company, analyzes on a regular basis strategies to optimize the use of our real estate for long term Institute and commercial use. We hope to accelerate activity in the commercial development area as economic activity and demand rebounds in the next couple of years.	<b>Principle</b>
Revenue Enhancement	20	Dorm room summer rental	Dorm rooms rented during the summer for academic conferences and other MIT-affiliated events during the summer. Revenue potential: \$0.5 million.	ASSIGN: DSL	DSL will move this forward. Housing will develop a plan to be implemented this summer and consult with the Housing Strategy Group.	<b>Combined with Student Life #2 (DSL)</b>

Last Modified: 4/4/2011

Group Assigned:Data

Revenue Enhancement	21	Replace library roaming stacks with new business model	<p>Phase 1: MIT reinvents "roaming stacks" in libraries by removing them, saving thousands of square feet of prime real estate for more productive purposes (including moving high-rent MIT offices onto campus). Revenue potential: \$0.5 million.</p> <p>Phase 2: MIT and its partners change the library book delivery business model into a for-profit national company. This company is the first of several delivering routine services to colleges and universities. Considerable revenue potential not quantified.</p>	ASSIGN: LIBRARIES	<p>A detailed cost-benefit analysis would need to be undertaken in order to assess the effectiveness and savings associated with both Phase 1 and Phase 2.</p> <p>The Libraries have concluded that such an analysis would not indicate significant savings resulting from the proposed new business model.</p>	<b>Rejected/ Not at this time</b>
---------------------	----	--	--	----------------------	---	-----------------------------------