# Institute-wide Planning Task Force
# Administrative Processes Working Group

## Final Report

**December 16, 2009**

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# Administrative Processes Working Group

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## Executive Summary

There is a vast array of opportunities to streamline administrative processes through the use of modernized systems, which are less labor-intensive than the heavily paper-based systems so pervasive across almost every aspect of MIT administration today. By simplifying the systems and processes supporting student services administration, financial management, research administration, human resources management and payroll, facilities management, travel and buy-pay activities, we can reduce the workloads of the administrative and support staff across MIT and enable long-term efficiencies. By moving forward with both large-scale process redesign projects, as well as smaller projects and process improvements, we can change the way we do business over the long term, standardize and streamline work so that it can be accomplished by fewer individuals in the future. The Institute has the opportunity to become a showcase for best practices in administrative services and systems in the university setting, while also implementing sustainable solutions, and is **urged to pursue a bold vision of achieving a digital MIT**.

This report describes the opportunities identified by the Administrative Processes Working Group aimed at achieving significant savings for the Institute. These proposals are informed by business process experts, affected community members, and preliminary analysis by members of the Working Group. The work of the Group is guided by the recognition that we can no longer adopt a business-as-usual approach. We have entered a period of more constrained resources, and we have an obligation to appropriately size the workload so that it can be accomplished effectively by a smaller workforce. We also recognize that we must accurately size the opportunities before us, so that we select the opportunities offering the best potential for MIT to realize the necessary savings. We believe that pursuing the portfolio of opportunities that are presented in this report will enable further efficiencies in personnel and/or productivity. Preliminary estimates indicate that the top opportunities identified constitute directly attributable savings and additional income of approximately $4.325M with a payback period of approximately one year (Exhibit 1, Appendix III).

In addition to capturing these short-term savings across a number of administrative units, we can simplify a wide range of processes, taking a great deal of work out of the system so that administrators across campus will be able to save time and accomplish work with a reduced head count over the long-term. The Institute has a current head count of 2,638 staff members (excluding the Broad Institute) across campus not directly conducting research or teaching, and involved to some degree in administrative and support processes. (Exhibit 4, Appendix III) This comes at a direct cost of over $151M annually ($183M with employee benefits), approximately 81% of which is funded through general and auxiliary funds. If we can achieve efficiencies and reduce the workload with modernized systems and simplified processes and enable savings of even 5%, we can reduce the recurring annual general operating budget by $7.5M. Ten percent savings would yield significant reductions of $15M annually.

**Potential for Recurring Annual Operational Savings**

| | |
|---|---|
| Top opportunity process improvements | $4.3M (directly attributable) |
| Gained Efficiencies – 5% of labor | $7.5M (indirect impact) |
| Total achievable target | $11.8M |

In order to unlock savings of this magnitude, we must maximize the use of resources within the centralized administrative units and across the academic departments and research laboratories and centers (DLCs). We must find opportunities to distribute work more effectively, eliminate redundancy where it exists, and reduce errors. The greatest opportunity to realize improvements

in productivity and achieve significant savings may lie in our ability to enable organizations to do more with fewer individuals. Should the Institute wish to conceptualize and implement new organizational structures for providing administrative services to our faculty, staff and students, the modernization of systems and processes discussed by the Working Group will play a key role in enabling this step. Given the mandated financial targets, it is imperative that we seek out every opportunity to reduce wasteful work. The Institute will then be better positioned to contemplate organizational models that can operate most effectively with a smaller workforce, and still maintain the spirit and greatness of MIT.

While most of these ideas are not new, previous discussions lacked the urgency for action that we are experiencing today. The reality of the current economic environment demands more innovative approaches, with the knowledge that we must learn to function effectively with greater constraints moving forward. In pursuing major change across the Institute, we are cognizant of the obligation to achieve the right balance for the MIT community, aware that our culture values options, choices, flexibility and uniqueness. This poses challenges in change management as we seek to achieve the efficiencies gained through standardization and structure. Our only hope is to do things better, and make sure that every option we offer is the best solution for our community.

To assure that the views of the MIT community are incorporated into the work of the Task Force, the Working Group embarked on an intense idea generation phase, monitoring Idea Bank submissions and conducting an outreach effort that resulted in the collection and review of 331 ideas, with 153 individuals representing 50 units on campus responding to the Working Group's request for input. In addition, 162 ideas and comments submitted to the Idea Bank were evaluated. 19 individual opportunities have emerged as worthy of serious consideration. These top opportunities are detailed in single page ideas (SPIs) in this report (Appendix II) and are highlighted for continued evaluation. Preliminary analyses must be honed to better quantify the required investment and resulting financial impact, so that decisions on which projects to move forward will be well informed.

**A broad theme of achieving a digital MIT has emerged**, highlighting the overall need to rethink and modernize antiquated systems. In addition, a number of ideas for gaining efficiencies that do not involve digitized solutions are being explored.

**Three components of the overall digital MIT theme:**

- Digitization of existing labor-intensive paper-based systems
- Reduction or elimination of printed materials distributed across campus
- The need for electronic document management and record retention strategies

Most of the top opportunities identified would have major organizational impact by influencing the Institute to increasingly adopt the digital MIT culture, save money and enable great efficiencies.

**Top eight opportunities ranked in order of achieving a digital MIT:**

- MIT printed materials – reductions to campus bulk mailings
- Paperless solutions, including electronic document retention strategies
- HR/payroll transaction processing
- Modernization of the MIT travel system
- Electronic pay stubs and W2s
- Next generation student systems
- Budget process redesign
- Financial reporting and forecasting

The following opportunities offer potential to realize significant savings and should be pursued in coordination with other Working Groups.

**In collaboration with other Working Groups:**

- Possibilities to achieve cost savings and enhance revenues resulting from improved electronic tools for purchasing and payables are being addressed in collaboration with the Procurement @ MIT Working Group.
- Work to explore opportunities to streamline research administration has just begun, and this work continues in coordination with the Research Working Group.
- Graduate student admissions is a labor-intensive and manual process that is broadly disseminated, and opportunities to implement electronic systems should be pursued with the Education Working Group.
- The potential to maximize the deployment of the workforce through innovative scheduling to minimize the use of premium pay should be addressed in conjunction with the HR and Benefits Working Group.
- Efforts to transform manual systems to digital solutions will require collaboration with the IT@MIT Working Group.

The Administrative Processes Working Group was directed "to explore ways to deliver service offerings more effectively, while at the same time improving the efficiency," and to focus its efforts on "administrative services and processes supporting the mission of the Institute, including different ways to group or organize these functions that may lead to greater efficiency."

*Responding to this charge, the primary overarching recommendations emerging from this first phase of work are that the Institute pursue the following efforts in a sequential manner.*

1) *Achieving a digital MIT: Modernize and digitize the labor-intensive paper-based processes so pervasive across MIT as detailed in the list of top opportunities.*

2) *Gaining efficiencies: Evaluate how to best capitalize on efficiencies enabled by the list of projects noted above so that the Institute will be able to operate most effectively with a smaller workforce.*

The Working Group looks forward to receiving feedback from MIT's leadership and the Task Force Coordinating Team and is enthusiastic about possibilities to continue progress during phase two of the Task Force work. More in-depth analysis of top opportunities is needed to determine which will truly offer significant savings. In addition, we must identify a number of actions that when taken together have the greatest potential to take work out of the system. We recommend that the Task Force Coordinating and Leadership Teams consider the possibility of reorganizing the structure of the Working Group for phase II into project implementation teams. These broad-ranging actions when taken together in combination will support the realization of a future organization that will draw on fewer resources and function effectively with a smaller workforce, helping to build a better MIT.

## Charge to Working Group

The Institute-wide Planning Task Force was formed to "assess how MIT's mission is translated into our day-to-day operations and to explore ways to maximize the efficiency and effectiveness of these operations, in the context of our need to reduce significantly overall expenses." With work distributed across nine Working Groups, Task Force members were charged to solicit input from the MIT community and incorporate suggestions and ideas into deliberations.

As one of the four Working Groups included in the administrative planning effort, the Group was directed "to explore ways to deliver service offerings more effectively, while at the same time improving the efficiency." The Group was further asked to focus its efforts on "administrative services and processes supporting the mission of the Institute, including different ways to group or organize these functions that may lead to greater efficiency." In response to this charge, the Administrative Processes Working Group focused its discussions during this first phase of work on the task of identifying opportunities for cost reductions and service improvements that can be achieved through streamlining and modernizing processes that support education and research. The Group has also begun to explore opportunities to maximize synergies among MIT units, and to promote 21st century practices within the context of the overall charge to the Institute-wide Planning Task Force as defined below. While discussions touched upon most of the activities noted below, the Group did not address bullet three – assessing the quality and effectiveness of our programs and activities on an ongoing basis.

Review and analyze current practices and expenditures that support the Institute's mission and operations. Identify those activities or operations, which are closely connected with MIT's core mission and those which may be less strongly aligned with our mission. Identify opportunities for efficiency and cost reduction (not simply cost shifting), such as to:

- Explore alternative ways of fulfilling our mission that could be as effective as current practices but with lower costs. Best practices at other institutions (universities and companies) should be identified and considered for adoption at MIT.
- Identify possible synergies among existing MIT units that might present opportunities for cost reductions and service improvements.
- Explore new processes for assessing the quality and effectiveness of our programs and activities on an ongoing basis (including how to provide "sunset" clauses where appropriate).
- Identify and estimate costs/benefits of proposed operational changes, and prioritize these proposed changes in terms of optimal outcomes for the Institute.
- Acknowledging that operational changes may require significant change across the Institute, identify paths to implementation that preserve our community's mission, values, and culture.
- Explore opportunities to promote 21st century practices at MIT with regard to environmental impact and sustainability.

## Approach to the Task

Following the Joint Session of the Institute-wide Working Groups on February 17, Working Group members embarked on an idea generation phase. This included a targeted outreach effort, which resulted in the collection of 331 suggestions and ideas offered by faculty, staff and students across the five schools, research areas and administrative units. This informational gathering phase also included active monitoring and review of submissions to the Idea Bank. Ideas gathered through outreach efforts, brainstorming sessions and Idea Bank submissions were compiled and categorized according to process area and theme for further consideration. A master template of categorized ideas for each the outreach effort and the Idea Bank submissions is appended to this report for reference. (Appendices IV and V)

Simultaneously, Group members began preliminary assessment of the potential impact for ideas emerging as high priority opportunities. In particular, the Group searched for opportunities to modernize processes and enhance services for our faculty, students and staff, while also achieving long-term operational savings for the Institute. The Group worked to quantify the potential impact of those ideas with promise, considering the investment required as compared to potential savings, assessing feasibility for implementation, and examining pros and cons for the community. These top opportunities, along with preliminary evaluations are detailed later in this report. (Appendix II) Opportunities that are deemed worthy of additional consideration for implementation should be further analyzed during the coming months, so that more precise assessment of the financial and organizational impact can be realized.

In an effort to assure coordination across the Working Groups, two cross-functional subgroups were created to bridge efforts with the Research Working Group on issues surrounding research administration and the Procurement Working Group on buy-pay processes. Opportunities to modernize student service processes are being approached in coordination with the Education and Student Life Working Groups, and the potential to minimize the use of premium pay through innovative scheduling will be addressed in conjunction with the HR and Benefits Working Group. These efforts will continue and expand in the coming months.

A subgroup was also formed to begin framing an approach to the issues of adopting paperless solutions, digitizing paper-based systems, discontinuing printing a variety of materials currently distributed across campus, adopting electronic document-retention strategies, and overall transitioning to paperless systems. This is in response to the strongly emerging theme from the Idea Bank, campus outreach efforts and Working Group brainstorming sessions.

While following these paths, the Group also worked to raise its awareness about innovative solutions already underway within individual units, in an effort to support the continuation of these efforts, and examine how these solutions can be expanded to serve the Institute more broadly.

## The Challenges

As previously discussed, there is a vast array of opportunities to streamline processes across all aspects of MIT administration, with the following broad process areas emerging as top opportunities deserving of further analysis and evaluation:

- Student administration
- Financial management
- Research administration
- Human resources and payroll processes
- Travel modernization and buy – pay processes
- Facilities management
- MIT printed materials

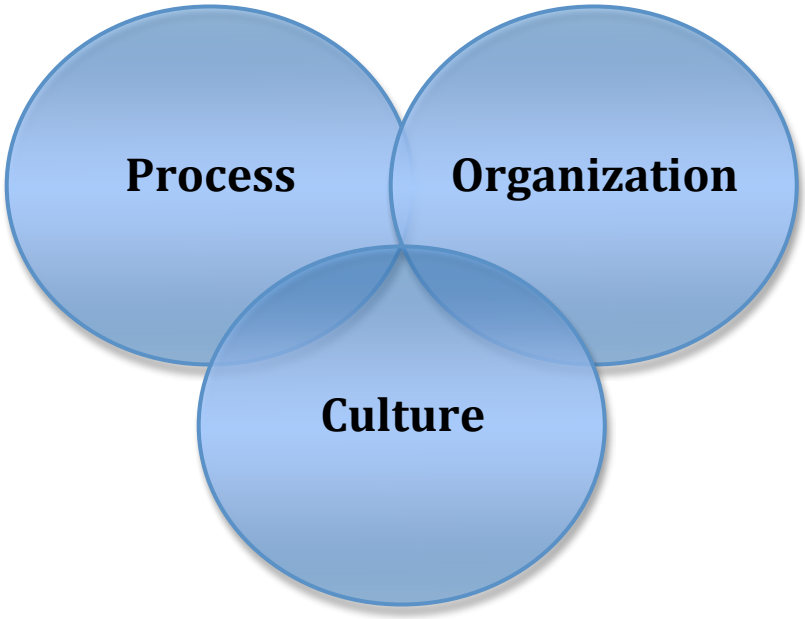
It has been a challenge, however, to identify opportunities that will provide significant operational savings. While it is critical that we identify and pursue cost savings and revenue enhancement strategies that individually offer significant savings for the Institute, the Group has also identified a number of smaller improvements and changes that have great potential for impact when taken together in combination.

As previously noted, an overarching theme of transitioning to modern and digital systems has emerged, and virtually all of the opportunities to improve administrative processes identified above demand that we digitize existing paper-based systems, reduce or eliminate printing, and provide electronic document management and record retention strategies. This highlights the tremendous need to modernize administrative systems and processes independent from the current financial climate. Pursuing digital solutions will require up front investment, but promise long-term operational savings.

In pursuing major change across the Institute, we are cognizant of the obligation to achieve the right balance for the MIT community, aware that our culture values options, choices, flexibility and uniqueness. This poses challenges in change management as we seek to achieve the efficiencies gained through standardization and structure. Our only hope is to do things better and make sure that every option we offer is the best solution for our community.

We can make a commitment to inspire a culture that embraces the concept of continuous organic improvement. This will allow us to constantly evolve and refine policies, procedures, processes and systems, and continue to realize greater efficiencies across campus. Moving forward, ideas for innovation will bubble up from those performing the work rather than being enforced with a top down approach. We can challenge ourselves to embrace change in a sequential manner with each step enabling the next.

## Three Types of Change




Reference: Professor John Van Maanen

**Embracing change in a sequential manner:**

1) Improving processes across campus should be relatively easy and could happen rather quickly.

2) Changing the organization to capture gained efficiencies and fully harvest time savings from process redesign efforts will be more difficult and take more time.

3) Evolving the culture from one that is "maxed out" to one that embraces change and continuous improvement is an even more arduous undertaking, but an unwillingness to do so could inhibit the amount and rate of change being considered today.

## Emerging Theme

As noted above, an overarching theme of **achieving a digital MIT** emerged during the informational gathering phase and discussions of the Working Group. The call for electronic systems and processes speaks to the overall need to modernize antiquated systems, the need to facilitate greater efficiencies in order to achieve cost savings, and the desire to minimize environmental impact by pursuing more sustainable solutions.

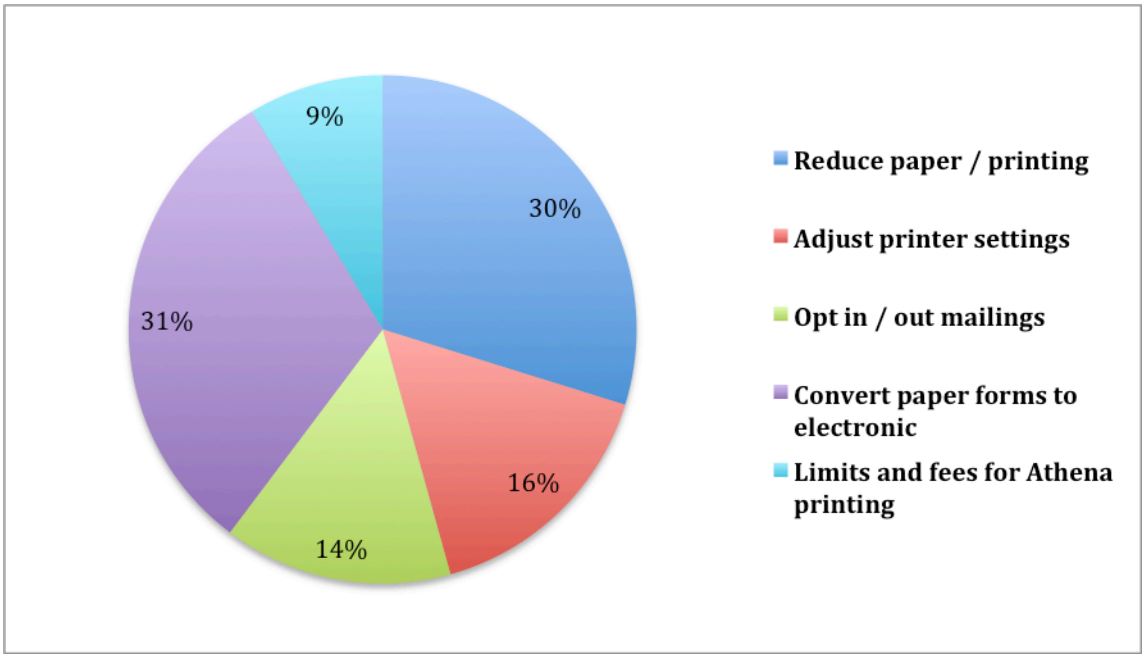
Three broad components of the overall digital MIT theme have been identified:

1) There is a great *need to modernize labor-intensive paper-based systems*. Many opportunities are available and include both large-scale projects with potential for great impact and smaller projects with simple and easily implemented solutions.

2) There is an outcry from the community to *stop or reduce printing* of everything from departmental newsletters to centrally produced financial statements. Opportunities include opt-in/opt-out strategies and push capabilities allowing individuals to select from a menu of subscriptions. Such a move to information on demand would need to be coupled with an appropriate communications strategy.

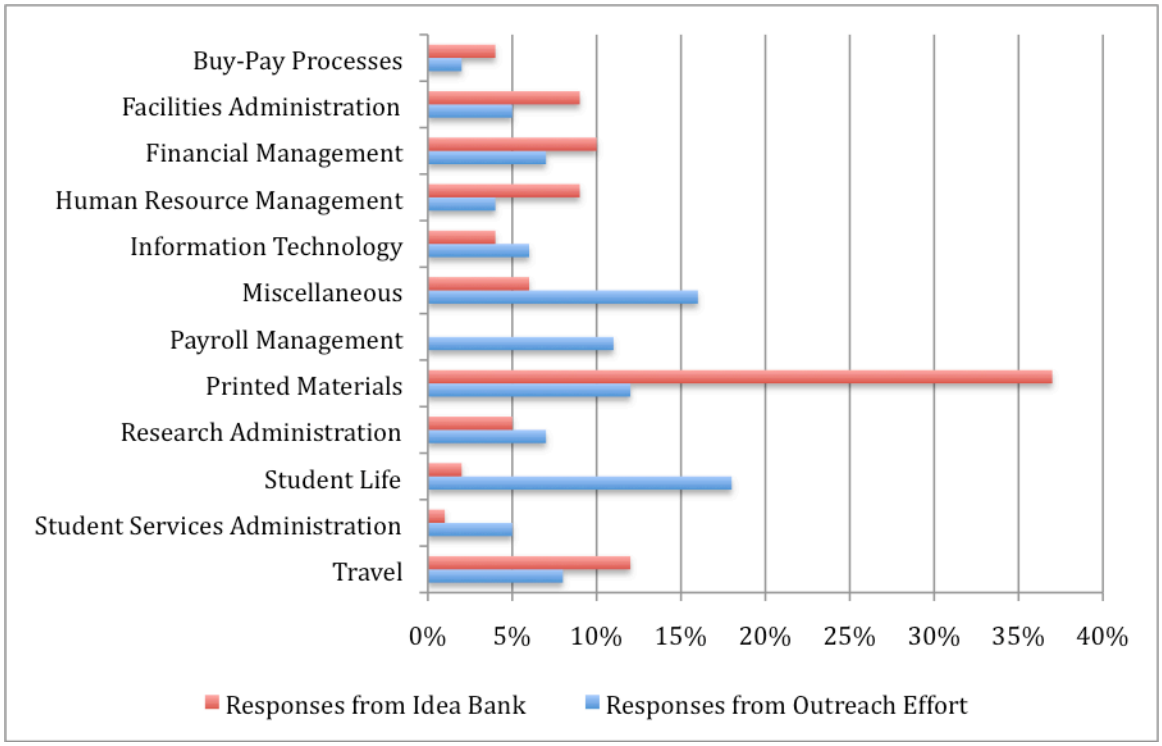
3) Electronic *document management and record retention systems*, along with clear and forward thinking paper document retention guidelines, are needed to support the move to increasingly electronic systems.

**Idea Bank Submissions With Digital Theme**
**47% of Total Submissions**



153 individuals representing 50 units on campus responded to the Working Group's request for input. Faculty, students and staff participated in conversations, with 34 academic departments and research laboratories/centers and 16 administrative units represented. 331 individual ideas and comments were offered, with suggestions covering a wide range of process categories. In addition, 162 ideas and comments were submitted to the Idea Bank for consideration by the Administrative Processes Working Group. Ideas were compiled and categorized according to process area and theme for further consideration. Exhibits 2 and 3 (Appendix III) summarize organizing themes by process category for the outreach effort and Idea Bank submissions, and a master template of categorized ideas for each of these two efforts is appended to this report for reference. (Appendices IV and V)

**Responses from Outreach Effort and Submissions to Idea Bank by Process Category**



## Recommendations and Phase II Work Plan

It is recommended that the Institute pursue the following efforts in a sequential manner.

1) Achieving a digital MIT: Modernize and digitize the labor-intensive paper-based processes so pervasive across MIT as detailed in the list of top opportunities.

2) Gaining efficiencies: Evaluate how to best capitalize on efficiencies enabled by the list of projects described in this report so that the Institute will be able to operate most effectively with a smaller workforce.

It is recommended that the Institute adopt and showcase best practices in administrative services and systems, pursue a bold vision of achieving a digital MIT, and commit to a three-pronged approach to paperless solutions that will achieve efficiencies while minimizing environmental impact.

1) Digitize labor-intensive paper-based systems, both large scale and small, bringing about the same level of ingenuity to our administrative processes as our research and educational pursuits.

2) Stop or reduce printing everything from departmental newsletters to centrally produced financial statements, and couple electronic information on-demand solutions with appropriate communications strategies.

3) Implement electronic document management and record retention systems, along with clear and forward thinking paper document retention guidelines.

The Working Group looks forward to receiving feedback from MIT's leadership and the Task Force Coordinating Team, and is enthusiastic about possibilities to continue progress during phase two of the Task Force work. Working Group members are ready and willing to:

1) Perform more in-depth analysis of the highest priority top opportunities to determine more precise projections of potential savings.

2) Help identify a number of actions that when taken together have the greatest potential to take work out of the system, reducing the burden of work on a smaller workforce.

3) Work on project implementation teams for the most worthy opportunities in collaboration with business owners and subject matter experts, developing timelines to determine actual investment needed, and timing of realized savings.

4) Reflect on the findings of other Working Groups to look for potential synergies in their recommended actions and consider collaborative approaches.

Appendix II presents 19 individual opportunity descriptions or single page ideas (SPIs). High priority projects should be prioritized for further work based on both potential for long-term recurring operational savings, as well as on promise of organizational impact measured by the extent to which these efforts enable the MIT digital culture. The following eight opportunities have emerged as those with the greatest potential to enable a digital MIT culture and are deserving of further evaluation.

- MIT printed materials – reductions to campus bulk mailings
- Paperless solutions including electronic document retention strategies
- HR/payroll transaction processing
- Modernization of the MIT travel system
- Electronic pay stubs and W2s
- Next generation student systems
- Budget process redesign
- Financial reporting and forecasting

# Appendix I

# Administrative Processes Working Group Membership

# Administrative Processes Working Group Membership

Students:

Emma Rosen, Economics

Matthew Walker, Physics

Faculty:

Tania Baker, Department of Biology

Steven Eppinger, Sloan School of Management, Co-chair

David Gifford, Department of Electrical Engineering & Computer Science

Bengt Holmstrom, Department of Economics

Michael Sipser, Department of Mathematics

Staff:

Margaret Benson, Accounting Services, VPF

Rebecca Chamberlain, Department of Architecture

Agnes Chow, Department of Electrical Engineering & Computer Science

Michelle Christy, Office of Sponsored Programs

Peter Cummings, Office of the Dean for Student Life

Mark DiVincenzo, Office of the General Counsel

Martin Dugal, Department of Facilities

Robin Elices, Office of the Vice President for Finance

Christine Meholic, Information Services and Technology

O'Neil Outar, Office of the Vice President for Resource Development

Israel Ruiz, Office of the Executive Vice President & Treasurer, Co-chair

Donna Savicki, Office of the Dean of the School of Engineering

Amanda Tat, Center for Environmental Health Sciences

Wayne Turner, Human Resources Department

Heather Williams, Office of the Dean of the School of Science

# Appendix II

## Individual Opportunity Descriptions
## "Single Page Ideas"

## Individual Opportunity Descriptions

The following processes have emerged as top opportunities deserving of further analysis and evaluation. Preliminary approaches and possible solutions, including many that embrace the paperless theme described above, are detailed in the individual opportunity descriptions, which follow. A subset of the top opportunities, which are noted with asterisks below, would have major organizational impact by influencing the Institute to increasingly adopt the digital MIT culture.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# Modernization of the MIT Travel System

## Summary Description

### Rationale

Process can be improved to better serve MIT travelers and realize efficiencies.

### Current process

Travelers make arrangements for air, hotel, conference fees, and related travel needs in the manner of their choosing.

> Travelers have the option of using an MIT partner travel agency to avoid out-of-pocket expense for air travel. Other travel costs are borne by the traveler. A travel expense report is completed on paper by the traveler or designee upon completion of a trip. The report is mailed through inter-office mail to Travel, where authorization signatures are manually checked against the Roles database and 100% of expenses are audited. Once passing the audit, reimbursement checks are cut using the services of an outside check processing firm, forwarded to MIT via express mail, and mailed by Travel staff via inter-office mail to the recipients.

### Envisioned solution

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.

> Travel credit cards with corporate pay would be available to faculty, staff, and possibly students. DLC cards would be available to facilitate arrangements for visitors. Travel expenses incurred using the card would feed (along with electronic receipts for partner vendors) into the Concur expense reporting system. Travelers and their designees would complete automated expense reports, which would be approved through electronic workflow. If the Concur on-line booking tool were used to make travel arrangements, electronic receipts would be available. Reports would be received electronically in Travel. A process identifying high-risk transactions would replace the 100% audit process. Reimbursements for out-of-pocket expenses would be handled via direct deposit. Reporting would be improved, resulting in better rates with partner vendors.

## Quantifying Potential Impact

### Potential savings

- Savings in Travel – recurring annual cost of $80K
- Improved negotiated rates and savings on airfare, hotel, and car rental spend
- Revenue enhanced through income on the credit card $200K estimated annually

### Investment

- $140K to implement feeds and Concur system, plus staff time

## Implementation Considerations

### Pros

- Travel experience would be greatly improved. Expanded options for trip planning, elimination of out-of-pocket expense, elimination of hand-carry/mailing, reduced processing time to reimbursement, electronic record retention, and enhanced reporting capabilities

### Cons

- Change for the MIT community; training required
- Fee-for-service model, with a cost of approximately $4.00 per expense report

### Suggested approach to implementation

- Initial system implementation in progress: Aug. 2009 to support a pilot phase
- Institute-wide roll-out beginning Nov. 2009; full implementation by FY 2011
- Leverage direct deposit capability established under RFP automation project

# Buy – Pay Process and Electronic Tools

## Summary Description

### Rationale

Only 57% of MIT procurement transactions are processed using efficient payment tools, like eCat and the P-card. An analysis identified measures that could lead to 90% usage of such tools.

### Current process

MIT lacks a focused source selection process, which is pivotal for widespread adoption of efficient procurement tools. The following only addresses the issue of electronic tools, with sourcing analysis to be presented as a separate recommendation.

MIT purchasing processes are labor intensive and costly. This is in part because MIT lacks sufficient electronic workflow options to meet the full range of the Institute's procurement needs and in part because the procurement process does not align rigorous review with financial risk.

> The current system is hampered by inadequate usage of efficient procurement tools, like eCat and the P-card, and by labor intensive and inflexible processes for functions that could be automated. The current invoice approval process is inflexible and does not align rigorous review with financial risk. The issuance of physical checks is labor intensive, and the distribution of checks yields significant postage expense. It is apparent that insufficient electronic options have been deployed to cover the Institute's full range of procurement needs.

### Envisioned solution

Expansion of existing programs, the establishment of new tools, and 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. Among the potential new programs are: an electronic invoicing system, a Vendor Management System (VMS) for recurring contract services, and an electronic employee reimbursement capability, developed in concert with MIT Travel and Payroll. The request for payment (RFP) automation project currently underway is a component of these efforts.

## Quantifying Potential Impact

### Potential savings

- $200K savings in procurement; $75K in miscellaneous savings; $1M in increased reimbursement from banks. Net total of $1.275M.

## Implementation Considerations

### Pros

- Savings in staff time and postage costs
- Increased bank reimbursement
- Greater clarity and effectiveness of electronic systems
- Appropriate, modern, technical image displayed to public

### Cons

- Need to manage risk due to more flexible purchasing mechanisms
- Implementation will require a concentrated effort from users throughout MIT

### Suggested approach to implementation

- Continue efforts in Procurement to expand programs and cultivate new electronic solutions
- Establish a community user group representing a range of buyers from across the Institute to test prospective tools and processes.
- Continue RFP automation project already underway

# Budgeting

## Summary Description

### Rationale

Streamlining MIT's budget process would result in efficiencies, while also improving financial planning and reporting.

### Current process

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 current budget process is not broken but not ideal. It is narrowly focused on the General Institute Budget (GIB) and incremental resource needs. It is inflexible, lacks sufficient planning components, and is comprised of a lengthy submission cycle. Moreover, more than one-third of the process requires manual transactions.

### Envisioned solution

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 MIT's budget process would result in efficiencies, while also improving financial planning and reporting. Under the envisioned solution, the Institute would plan for and allocate high-level authorized budgets, with fewer cost element details and automatic forecasting for Research and Funds expenditures. It would eliminate (or greatly reduce) the 16,000 budget changes and reallocations manually executed each fiscal year. It would implement a secure repository for financial statements and consider eliminating budget authorizations distribution. Together, these changes could lead to further systems integration in financial management.

## Quantifying Potential Impact

### Potential savings

- Policy and process changes: Savings related to budget transactions
- System and training: $30K per year in external system development
- Total estimated recurring annual savings of $200K

### Investment

- Estimated cost of investment for self-service transactions: $50K and staff time
- Estimated cost of SAP integration: $250K-$500K and staff time
- Estimated of central-secure statement repository: To be determined

## Implementation Considerations

### Pros

- Quick wins can be achieved by adapting existing policies without much perceived loss.
- Higher efficiency gains within reach with moderate level of effort

### Cons

- Segments of the MIT Community might not adapt well to proposed changes.

### Suggested approach to implementation

- Project team of technical experts from business owners and end users would define business requirements and design a phased approach to the transition.

# Reporting and Forecasting

## Summary Description

### Rationale

Providing a web-based platform for reporting and financial forecasting could result in great efficiencies, enhanced compliance monitoring, improved forecasting, and savings in time across the Institute.

### Current process

Reporting is primarily done through Brio Query, which is complicated and difficult to use. Forecasting is done through complex spreadsheets, with little consistency of format or methodology among DLCs.

> The current system of using Brio Query and complicated spreadsheets for reporting and forecasting is complicated, labor intensive, and inconsistently deployed across the Institute. DLCs complain that Brio's built-in reports are inadequate for the various financial reporting needs. At the same time, a lack of automation and inconsistency in format and methodology renders the current system for forecasting loosely organized and subject to variable validity.

### Envisioned solution

Provide a web-based platform for reporting and financial forecasting.

> Expanding on current efforts in business intelligence and forecasting, MIT would provide a web-based platform for financial reporting and forecasting. The system would offer full and comprehensive financial views, forecasting ability for both research and non-research activities, and the capability to integrate local data and knowledge. The Institute would also develop and organize a fundamental set of comprehensive templates for financial reporting and departmental resource planning, including personnel and financial metrics and historical, budget, actual, and forecast time views.

## Quantifying Potential Impact

### Potential savings

- First level of implementation – Key comprehensive reports and views
    - Positions and potential discontinuation of Brio Query training programs $75K recurring savings
- Second level of implementation: Positions and time savings in DLCs

### Investment

- Estimated cost of investment: Moderate < $250K
- Based on expanding current forecasting project already underway to include reporting

## Implementation Considerations

### Pros

- Significant gains achievable within a short period of time with a low level of effort
- Project could be phased and piloted with a small group of early adopters.

### Cons

- Complexity of data around MIT can be overwhelming. Potential impact on DLC systems.

### Suggested approach to implementation

- A project team comprised of technical and business representatives has been evaluating an alternative for forecasting purposes. We propose expanding the scope, augmenting the team with key business owners (finance, HR, DLCs) to define expanded business requirements, and then designing a phased approach to implementing a set of key reports.

# Research Proposal Submissions

## Summary Description

### Rationale

A common set of tools, templates, and practices for proposal submissions and better training for DLC administrators will increase the accuracy of research proposals, minimize staff time devoted to correcting errors, and reveal major policy and logistical ramifications of proposals.

### Current process

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.

> In FY08, MIT submitted over 2,200 new proposals to over 200 sponsors for research funding. These proposals came from 120 DLCs across campus. Some proposals were developed based upon highly prescriptive formats as defined by the sponsor, while other proposals were based on a more flexible format. Compliance with the terms of sponsor and MIT policies varies widely across these 120 DLCs – and even within a DLC.

### Envisioned solution

Develop a common set of tools, templates, and practices for proposal submissions and increase training of DLC administrators.

> Common tools, templates, and practices and better administrator training will increase accuracy, limit the number of errors that occur in the process, and highlight any large policy issues related to a project (e.g. large space needs) prior to the proposal deadline. Common practices and better training will enable DLC administrators to more efficiently create proposals and enable more commonality across DLCS. This should reduce errors in processes and reduce the training time for administrators when moving between DLCs.

## Quantifying Potential Impact

### Potential savings

- Reduce proposal preparer's time and proposal reviewer's time with estimated savings of 2-3 hours per new proposal at development stage, plus time saved in review process of 1-2 hours for a total of 6,600 ($300K if harvested) to 11,000 hours throughout the MIT community.
- Transferable skill sets from unit to unit
- Clear policies, roles, and responsibilities – implementing best practices

### Investment

- Dedicated project manager (1 FTE for 2 years $200K total) to assist in mapping of the process, development of new tools, collection of template materials, and assist the team in developing training materials
- Training time for MIT administrators in systems and best practices

## Implementation Considerations

### Pros

- Increase efficiency, reduce errors, advance "best in breed" approach
- Reduce proposal preparer's time and proposal reviewer's time
- Greater flexibility and better career path for MIT administrators moving between DLCs

### Cons

- Change for the MIT community, required training, potential need for custom support

### Suggested approach to implementation

- Formulate a team of stakeholders to review, map, and refine process for preparing and submitting proposals to sponsors
- Formulate a team of OSP, TLO, and faculty representatives to review, map and refine the non-federal proposal process
- Develop templates, tools, and best practices for MIT-wide use. Implement high priority changes to improve Coeus for MIT. Tools to be hosted by OSP.
- Develop and deliver training to all individuals involved in the proposal process

# Innovative Scheduling to Minimize Premium Pay

## Summary Description

### Rationale

The Institute could save up to $550k by modifying staffing practices and reducing expenditures of overtime premiums. Currently $5.5M is spent annually on overtime salary across campus, excluding Lincoln Laboratory. It is estimated that a portion (possibly one-third) of this hourly premium pay could most likely be completely eliminated, and the remainder could be replaced with non-premium pay.

### Current process

In FY2008, $3.8M was spent on overtime with service staff and $1.7M with support staff ($5.5M direct wages, $6.65M with EB). This equates to 10% of base salary on average for service staff and 3% for support staff.

### Envisioned solution

Modify methods for assigning work and create pools of on-call, part-time employees to fill needed gaps, using straight time instead of premium overtime. Increase management flexibility of service and administrative staff in order to better align requirements with staff schedules.

## Quantifying Potential Impact

### Potential savings

- Each overtime hour replaced by a straight time hour saves one-third the cost per hour.
- Annual savings could be as high as $550K across the Institute.

### Investment

- Hiring of additional employees
- Management required to redesign staffing levels and assignments

## Implementation Considerations

### Pros

- Reduce dependence on current staff to handle overtime demands
- Generate a pool of potential new full-time hires from the part-time pool

### Cons

- Union concessions may be required. Current staff may resist the loss of overtime pay.
- Scheduling may be required and may delay accomplishment of work

### Suggested approach to implementation

- Review current practice at MIT and competitors for best practices (include for-profits in review)
- Identify trends in overtime practices to find predictable needs
- Develop and train appropriate on-call part-time, flexible staff
- Engage Labor & Employee Relations Manager & General Counsel to review and address union-related issues

# Faculty Search

## Summary Description

### Rationale

Opportunity to realize savings in and increase the efficiency and effectiveness of the faculty search process.

### Current process

Disparate process for applicant submissions, which is reliant upon expensive advertisement posts and in some cases significant manual labor. No shared best practices.

> Several online systems are being used to collect faculty applications, and some departments use entirely paper-based processes. DLCs place expensive advertisement postings in publications, and because of the lack of coordination, sometimes two or more advertisements appear in a publication at the same time without the Institute realizing a volume discount. Use of online advertisements has not kept pace with increased emphasis on the web for job searching.

### Envisioned solution

Develop a single online system to support the faculty search process and identify opportunities for coordination and savings related to advertising.

> A working group would investigate best practices and systems in use across MIT and at peer schools and then choose or develop a single online system to support the faculty search process. The team would also investigate the most effective online advertising and institute a system in which advertising would be coordinated centrally within each school.

## Quantifying Potential Impact

### Potential savings

- $147K per year in costs for advertising ($100K), systems fees and maintenance ($50K), and printing and copying ($22k) lease annual leasing cost of common system $25K).

### Investment

- Development or leasing and support of common system.

## Implementation Considerations

### Pros

- Saving of staff and time, saving of printing and copying costs, and saving of advertising expenses
- Useful database of applicants and references for future searches
- Appropriate, modern, technical image displayed to public

### Cons

- Concerns about confidential information being stored
- Some departments may need to use their discipline-specific online system, instead of MIT's common system.

### Suggested approach to implementation

- Form an interdepartmental working group to investigate best practices in faculty searching and formulate an implementation plan for approval by the deans and the provost. The working group would include MIT HR staff, MIT IS&T staff, faculty from several departments, and staff from each school.

# Non-Faculty Recruiting and Search

## Summary Description

### Rationale

Greater use of HR Staffing Services would make hiring across MIT more efficient and more effective. Use of search firms for a variety of positions may be better managed and cost contained by utilizing MIT Staffing services to conduct searches

### Current process

DLCs use HR Staffing Services for only 25% of the 1,100 searches each year for non-faculty positions.

1. MIT conducted an annual average of 1,100 searches for non-faculty positions in Fiscal Years 2007 and 2008. Although support for searches is available through the Staffing Services team in the Human Resources Department, much of the search process is decentralized, being handled directly in the departments, labs, and centers. Roughly 25% of searches are managed by Staffing Services. Time spent on staffing/recruiting tends to be viewed as a drain on the "real" work of the DLC. People with a wide range of departmental responsibilities are required to become knowledgeable in recruiting techniques, trying to screen resumes, coordinate interviews, and track candidates. This decentralization creates a lack of consistency that increases MIT's liability regarding the legal and compliance requirements around the search and hiring processes.
2. In FY08, DLC's paid roughly $1.75M in fees to search firms.

### Envisioned solution

Encourage greater use of HR Staffing Services by DLCs seeking to fill non-faculty positions.

1. Encouraging DLCs to use Staffing Services will free up administrative staff to focus on their core responsibilities and leverage the recruiting expertise in Staffing Services. Greater use of the central resource will enable MIT to more effectively align applicants with open positions across the Institute and minimize the risk exposure related to legal and compliance requirements around the search and hiring processes.
2. While the use of search firms is appropriate for key senior leadership positions and hard-to-fill positions that require special skills and experience, savings could be achieved through steering this work to the trained professionals in Staffing Services.

## Quantifying Potential Impact

### Potential savings

1. Greater use of centralized staffing would reduce fees to search firms, with a modest reduction of 10% saving $175K annually. It is unclear to what extent real dollar savings could be attained by centralizing the resume screening and first-level screening. It should be noted that consistency in this process across the Institute would reduce risk in the areas of compliance to OFCCP and Affirmative Action regulations and more closely support Institute goals for diversity in the application processes.
2. To the extent search firms continue to be used, savings could be achieved through the development of additional preferred provider agreements (to cover niche markets not served by Hollister and PSG, our current preferred providers) and through standardized contract terms. Staffing Services could assist DLCs in the selection of search firms and be the single point of contact for the search firms.

### Investment

- Evaluate resources in Staffing Services; addition of 2 FTEs $180K
- Assess need for additional FTE to handle increased centralization of resume screening and first-level screening interviews; conduct applicant tracking system evaluation to ensure scalability (i.e., functionality review)

## Implementation Considerations

### Pros

- Saves DLC staff time; mitigates legal and compliance risk; reduces time to fill jobs
- Staffing Services has an Institute-wide view of staffing needs and knowledge of the available talent pools. With awareness of all job openings, they can recommend strong runner-up candidates for similar jobs in other departments.
- Increases quality and diversity of candidate pools; permits leveraging of branding, advertising, and sourcing options

### Cons

- Loss of some DLC control
- Current Staffing Services resources are not sufficient to support increased centralization of resume screening and first-level screening interviews; additional resources would be needed.

# HR/Payroll Transaction Processing

## Summary Description

### Rationale

Current process can be modernized to improve accuracy, expedite processing, and eliminate duplication of effort.

### Current process

Manual system of processing approximately 10,000 transactions annually. The system entails re-keying and instances of hand-carrying hard copy forms.

> Each year MIT processes approximately 10,000 appointment transactions related to faculty and staff. Transactions include terminations, supplements, leaves, changes, and new hires. The current process is laborious, manual, and susceptible to human error. Currently, users complete forms and mail them electronically or in hard copy for approval, sometimes entailing the hand carrying of forms. Approved forms are forwarded to the HR/Payroll Service Center, which re-keys the data into SAP. Incomplete forms and re-keying are a source of errors.

### Envisioned solution

Implement an automated process through SAPWeb, achieving greater efficiency and accuracy.

> Processing HR/Payroll appointment transactions through SAPWeb will dramatically increase efficiency and accuracy. The proposed SAPWeb solution would be integrated with SAP and electronic forms would be pre-populated with available data. It would use prompts to ensure users provide accurate and complete data and include a data verification component. Electronic workflow for approvals and routing would expedite the delivery of information to the HR/Payroll Service Center. The Service Center would review and upload data to SAP, eliminating duplicate data entry. It is envisioned that eventually many transactions will flow directly to SAP without intervention by the Service Center.

## Quantifying Potential Impact

### Potential savings

- Savings in Payroll – recurring annual cost of $125K
- Time saved in DLCs – error resolution, ease of processing, data access
- Time saved in Payroll – error resolution

### Investment

- $1.3M project – 120-person months staff time to develop system

## Implementation Considerations

### Pros

- Increased accuracy of appointment processing, paychecks, and benefits
- Timely and expedited processing of transactions (same day possible)
- Elimination of hand-carrying, mailing, and duplication of effort
- Electronic record retention and improved reporting

### Cons

- Change management; training and adoption of electronic system
- Consensus building needed to standardize processes

### Suggested approach to implementation

- Leverage with other projects; integrate with search process
- Link to WebHire to pre populate new hire forms; coordinate with vacation tracker
- Currently under development for community implementation targeted for March 2010

# Vacation Tracker for Non-Sponsored Exempt Staff

## Summary Description

### Rationale

Vacation time for non-sponsored exempt staff is tracked locally or not at all, possibly leading to over payment of vacation balances at termination.

### Current process

Non-sponsored exempt staff members track their own vacation time accrued and used, and only some of those staff members report time used to their vacation administrator for local tracking. At termination, vacation balances are given to Payroll for payout.

> Employees keep track of vacation time accrued and used. Some report time used to vacation administrators for local tracking; many do not. Vacation balances are conveyed to Payroll at termination. Payout is calculated at the current pay rate. The maximum payout of 45 days includes a "fifth week."

### Envisioned solution

Implement a SAPWeb-based centralized vacation tracker for all exempt staff, based on the system currently being implemented for sponsored-research staff.

> Extend the vacation-tracking tool being implemented for sponsored-research staff to non-sponsored exempt staff. The system features direct entry of vacation time through SAPWeb, integration with SAP, and tools for vacation administrators. Rollout of the system for sponsored-research staff will be completed by September 2009.

## Quantifying Potential Impact

### Potential savings

- $300K, if over payout at termination is 10%, based on $3M payout annually
- Time saved in DLCs and Payroll

### Investment required

- Staff time to extend system to broader MIT population: $25K
- Communications, training
- Minimal IS&T effort expected

## Implementation Considerations

### Pros

- Increased accuracy of vacation payout at termination
- Automated vacation payout with link to appointment termination
- Elimination of confusion around vacation balances at termination
- Improved knowledge for vacation administrators about balances
- Improved knowledge for financial administrators about financial liability

### Cons

- Change management; training and adoption of electronic system
- Self-service tool may not be ideal for senior staff

### Suggested approach to implementation

- Consider as opportunity to expand use of newly developed system
- Leverage with other projects; integrate with appointment process redesign
- Balances to feed for automatic payout at termination

# Electronic Pay Stubs and W2s

## Summary Description

### Rationale

An electronic pay stub solution can yield cost savings by eliminating labor in Payroll and Mail Services and by reducing postage related to off-campus mailing.

### Current process

Payroll stubs are generated and mailed manually to on-campus and off-campus locations.

> The current manual system for generating and mailing pay stubs requires significant labor of Payroll and Mail Services and incurs a sizable postal cost related to off-campus mailing.

### Envisioned solution

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.

> An electronic e-pay stub solution serving the MIT community can be provided, with individuals given access to a secure site to view pay stubs on demand or alternatively pay stubs being “pushed” to pay recipients in a secure manner. Confidential documents will be treated in a secure manner, eliminating the current risks of salary exposure to inappropriate individuals. Individuals will have access to this information in a more convenient way. Easily accessible historical information related to previous pay will be available on demand.

## Quantifying Potential Impact

### Potential savings

- Savings in Payroll: $65K
- Printing, mailing and handling for W2s, pension payroll and employee payroll – $75K
- Estimated recurring annual savings $140K

### Investment

- Estimated cost of $300K one-time investment ($50K pay stubs and $250K W2s)
- Preliminary estimate of six months to complete the project – To be verified after additional evaluation

## Implementation Considerations

### Pros

- The automated solution will lead to sustainability gains through paper printing and distribution
- Records/stubs reflecting payment of reimbursements related to travel and request for payment via direct deposit could be provided in the same manner as electronic pay stubs.

### Cons

- Segments of the MIT Community might not migrate to a fully electronic solution. Paper might need to remain an option.

### Suggested approach to implementation

- A project team comprised of technical experts from business owners will need to define business requirements and then design, develop, test, and implement an electronic solution for providing pay stubs on demand or pushed in a secure manner.

# Next Generation Student Systems

## Summary Description

### Rationale

Opportunity to take advantage of current technology to advance the MIT Student System. Current system has a remaining lifespan of less than 10 years; additions and changes to the current system will yield at best a 50% return on investment.

### Current process

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.

The MIT Student System touches over 45,000 community members and is comprised of more than 1500 software programs grouped into 115 applications. Still, the system depends on obsolete technologies that are inflexible and difficult to maintain, and many MIT processes continue to be manual. The current system has a remaining lifespan of less than 10 years, and investments in additions and changes to this system to reflect academic policy changes will yield at best a 50% return on investment, with the return diminishing each year.

### Envisioned solution

A series of projects billed as NGS3 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.

Already underway, an initial project called "Business Process Design–Enrollment" is examining the business processes at the core of student administrative services. This effort will subsequently examine the most critical of the processes in the other student services functional areas over a period of years. In this way, IS&T is partnering with administrative units to develop administrative processes and solutions that improve service and decision-making. Parallel projects will define the functional scope of the overall project and assess which technologies will best support modified business processes. Overall, a new student system would have a lifespan of 15-20 years and offer significant enhancements and efficiencies over the current system.

## Quantifying Potential Impact

### Potential savings

- One hour per student per year of advisor times; 10,000 hours per year of faculty and other advisors' time, which can be redirected toward face-to-face advising, teaching, and mentoring
- Technology architecture will provide cost savings through standardization, flexibility, interoperability, and reuse
- Substantial ongoing maintenance cost savings

### Investment

- Several million dollars per year

### Effort required

- This is a complex project that requires dedicated leadership, project management, subject matter experts, analysts, and technical specialists. Individuals knowledgeable in complex academic policies in specialized areas are a critical resource. Will require additional backfill resources for the Office of the Registrar and other DUE, DGE, and DSL functions

## Implementation Considerations

### Pros

- Increase student advisor efficiency and reduce the time they spend on clerical tasks by offering online self-service, intelligent messaging, integrated curriculum planning tools, and a common gateway to information
- Robust technical architecture that will allow for module replacement and over time will lower both development and maintenance costs. Initial investment in a modular system approach will result in longer system life and more predictable maintenance.

### Cons

- Lengthy process to assess; rate limited by availability of subject matter experts. Conflicting priorities will emerge between demands on current system (such as incorporating faculty mandated GIR changes) and resources required for future system.

### Suggested approach to implementation

- Provide additional financial resources for FY10; provide executive sponsorship to support cross-Institute alignment of stakeholders
- Identify means to accelerate business process design given greater resources; explore opportunities to conduct parallel efforts across multiple business units

# Next Generation Student Systems – Continued

**Additional information**

1. Currently, all funds for needed additions and changes to the current student system to reflect academic policy changes are being spent on the old system.
    - Since the old system relies on technologies that are obsolete, much of that work will have to be repeated when a new student system is implemented.
    - Because the old system technologies are old and often undocumented, it is difficult and expensive to make changes to it.
    - The old system needs to be replaced since it will be unsupportable in ten years.
    - Since a new system should last 15-20 years, and the old system will be replaced in less than ten years, additions and changes to the old system will yield at best only half their return on investment.
    - So a $2.7M annual investment on the old system this year will yield only half its value, compared with that of a new system. In each subsequent year, the return will be less.

2. A new student system will increase student advisor efficiency and reduce the time they spent on clerical tasks, through online self-service, intelligent messaging, integrated curriculum planning tools, and a common gateway to information. If at a conservative estimate:
    - One hour per-student-per-year of advisor time is saved through this means.
    - It will save collectively 10,000 hours per year of faculty and other advisors' time, which can be redirected toward face-to-face advising, teaching and mentoring.

# Graduate Student Admissions

## Summary Description

### Rationale

Implementing an MIT-developed system for paperless graduate student admissions will save labor, increase process efficiency and application accessibility, and better inform admissions decisions.

### Current process

Different admissions processes are in place across the Institute. Some processes are paperless; others are paper based.

> There are different processes in place across the Institute, all dependent on local administrative and technical support. The vast majority of units depend upon paper-based systems. Among the paperless processes in place, some are coordinated through external vendors, while others rely on systems managed by local administrative and technical staff.

### Envisioned solution

Implement an MIT-developed paperless online graduate admissions system through which applicants apply, MIT evaluations are conducted, and decisions are made collaboratively.

> An online admissions system will not only yield savings in printing and mailing but also will reduce the time demands on application reviewers, give reviewers the flexibility to review applications anywhere, permit rapid cross-Institute evaluation, and lead to better and more timely admissions decision making.

## Quantifying Potential Impact

### Potential savings

- $100K per year for CollegeNet; cost for other systems in use, such as ApplyYourself
- Need to carefully evaluate central and departmental administration savings
- Environmental: Paper savings – 17,271 graduate applications at a $34,715 paper file cost per year and 13,396 undergraduate applications at $26,926 paper file cost per year (2008 costs)

### Investment

- Development and implementation cost must be quantified, but are estimated at $500K-$1M
- Learn from work of EECS Professors Kaashoek and Morris, possibly lead technology group

## Implementation Considerations

### Pros

- Better decisions, historical data and information readily available
- Efficiency, eliminate paper files, copying and hand carry
- Accessibility, review and evaluation can be accomplished anywhere

### Cons

- Potentially complex implementation

### Additional considerations

- Consider spinoff of “MIT Admit” into a free-standing technology startup company

### Suggested approach to implementation

- Begin with selected graduate programs; roll out to others as proven in phased implementation
- Note: Not all programs may be able to use the MIT-specific system and may need to use a field-specific system.
- Seek input from Profs. Kaashoek and Morris on technology development implementation plan

# In House Services Versus Outsourcing

## Rationale

$9M is spent annually campus wide on facilities-related services performed by outside contractors. Transferring the work to in-house staff may reduce the costs by $450K-$500K.

## Current process

Each year, roughly $9M is spent annually on facilities-related services, both within the Department of Facilities and externally. Many of the service activities are routine enough that they require full-time contractor staffing.

> For example, the Stata Complex has been outsourced for custodial services since it opened. In FY2009, the base custodial contract cost for the complex will cost $755K. The contract provides for a staff of 11 full-time employees. A recent RFP for a three-year contract had six respondents, including the Department of Facilities (DOF). DOF came in as the lowest bidder at $583K, compared to ABM, the incumbent and next lowest bidder, at $703K. Choosing DOF would yield $120K in annual savings. However, conversion of the service to in-house requires the hiring of additional personnel.

## Envisioned solution

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.

# Quantifying Potential Impact

## Potential savings

- $450K-$500K per year

## Investment

- Requires development of in-house proposals and estimates
- Depending on task, may require some equipment and tools
- Union negotiations may be required

# Implementation Considerations

## Pros

- Strong union support
- More loyal, vested staff
- Reinforces institute values of personnel development and sustainability

## Cons

- Requires hiring new positions
- Reduces future staffing flexibility

## Suggested approach to implementation

- Identify potential opportunities by task. Prioritize opportunities.
- Competitively bid work for market comparison. Develop in-house proposals.
- If fair market analysis deems in-house work to be advantageous, staff accordingly

# Shuttle Services

## Summary Description

### Rationale

Current model allows limitless growth in shuttle services. Shuttles harm the environment and reduce healthy activity. Increasing fee-based routes could generate revenue equal to overall operating cost.

### Current process

Shuttles provide 22.1K hours of service to 661K riders throughout Boston. FY08 budget was $1.4M, with a small revenue stream of $57K from charters and fee-based trips (airport, grocery).

> Operated by an external vendor, the MIT Shuttle Program had a $1.4M budget in FY08 and realized only a minimal revenue stream ($57K) from fee-based trips (airports, grocery, charter activities). The average cost per ride ranges from 86 cents to $3.24.

### Envisioned solution

Delete potential redundancy of routes (both within Shuttle Service and MBTA), reduce frequencies, increase fee-based service for non-core routes, and increase frequency of community members choosing healthier options.

> A more efficient, cost-effective, and environmentally sensitive model for operating the shuttle service represents an opportunity not only for cost savings but also for advancing MIT's commitment to sustainability and to encouraging health and wellness among community members. Deleting redundancy of routes conceivably has no effect on riders and represents easy cost savings.

## Quantifying Potential Impact

### Potential savings

- Reduced cost to operate Shuttle Service. Routes cost between $125k and $185k annually.
- Reduction in environmental impact and increase in health and wellness of MIT community

### Investment

- Potential impact on T-Pass subsidizes
- Increase availability of shower facilities on campus for cyclists
- Time and effort required to re-design routes and convince community members to seek alternate transportation

## Implementation Considerations

### Pros

- Reduce costs associated with shuttle service
- Encourage healthier options – cycling, walking, etc.
- Decrease negative environmental impact

### Cons

- Reduction in support for community
- Disappointing the current community of riders

### Suggested approach to implementation

- Conduct a review of current routes and schedules in an effort to reduce routes
- Determine a fair, but low, fare for non-core routes
- Identify and coordinate increased on-campus cyclist support areas
- Solicit community input
- Determine costs related to T-Pass program benefit

# Key Request Process

## Rationale

Automating the key request process will increase process efficiency, substantially reducing the time required of DLCs and the Department of Facilities for initiating and processing key requests.

## Current process

Manual, paper-driven process for requesting and issuing the roughly 4,700 keys issued each year. Process sometimes requires multiple visits by requestor before keys are available.

> Members of the community fill out a Key Request Form in SAPWeb, which generates a PDF for printing. They sign the printed form and obtain the signature from a pre-authorized approver in their area. They hand-carry or mail via interoffice mail the completed form to the Department of Facilities, which then issues the keys. Facilities currently spends $26-30K each year on ordering keys, excluding internal labor. Roughly 4,700 keys are issued, and about 2,700 keys are returned each year. Facilities processes on average 20 key-related transactions each business day and multiple visits are sometimes required before keys are available.

## Envisioned solution

Automated process through SAPWeb for requesting keys.

> An automated SAPWeb process for key requests will facilitate requests and approval and expedite turnaround by the Department of Facilities. There is already a Key Request page under the Building Services tab in SAPWeb. Automation would require building functionality into that page to process key requests and communication with members of the community around the new process.

# Quantifying Potential Impact

## Potential savings

- Save time by DLCs
- Purchase fewer keys

## Investment

- Development cost to automate request process (estimated to be minimal: $25K possible)
- Increased in-stock quantities
- Increase number of returned keys

# Implementation Considerations

## Pros

- Simplified process
- Quicker turnaround times
- Reduce security risk

## Cons

- Additional stock overhead

## Suggested approach to implementation

- Facilities staff members – in coordination with representative "power user" – would review the current practice and make recommendations for process improvement and implementation.

# Room Scheduling and Events Registration

## Summary Description

### Rationale

There is a clear opportunity to optimize staff and space resources for classes, meetings, and events. Better coordination of event registration and event-related information sharing would improve efficiency and performance, assure external compliance, and mitigate risk.

### Current process

There are currently various scheduling processes involving faculty, students, and administrators. Event registration is a manual, decentralized process.

> Faculty, students, and administrators play a role in various room scheduling and event management processes across campus. Among the various systems currently in place are several under the purview of the Registrar, the Campus Activities Complex/Draper Event Management System, and an array of local systems.

### Envisioned solution

Implement a central tool for room scheduling and event management across the Institute.

> A central tool for room scheduling and event management would optimize staff and space resources for classes, meetings, and events. It would also result in better coordination of event registration and event-related information sharing, which would improve efficiency and performance, assure external compliance, and mitigate risk. Such a system would also improve work quality of life for faculty, students, and administrators, who now have to navigate an array of systems.

## Quantifying Potential Impact

### Potential savings

- Improved quality of life for faculty, students, and administrators
- Filling of future staff positions to consider a reduced burden of room scheduling/meeting planning

### Investment required

- Event registration system is estimated at $250K
- Room scheduling is being addressed with next generation student systems project

## Current Efforts

### Pros

- Optimization of staff and space resources
- Better coordination of events, leading to improved efficiency and performance
- Mitigation of event-related risk

### Cons

- Major investment, with hard-to-quantify benefits
- Need for process and cultural shift to central system

### Suggested approach for implementation

- Event Registration
  - A project is pending on ASPCC to review and recommend an enterprise-wide Event Registration process.
- Room Scheduling
  - Current and future states have been defined in the Student System Vision Study.

# Stop or Reduce Campus Bulk Mailings

## Summary Description

### Rationale

Decreasing campus mailing will reduce costs for staff time to process and hand-carry mail, limit junk mail, and lead to decreased printing.

### Current process

Any MIT organization can print material and request distribution by MIT Mail Services.

> Under the current system, MIT Mail Services processes approximately 1,640 MIT campus mailings per day. This volume of mail requires an estimated three hours of labor for sorting and additional time for "lobby drops." In the last six months, approximately 37 different departments/offices conducted campus-wide mailings, with many of the 37 doing mailings more than once.

### Envisioned solution

Set up a system to either stop printing of campus mailings or have an opt-in option to current paper mailings.

> Providing options to stop printing or to opt-in to paper mailings is consistent with the Task Force themes of promoting automation and balancing value of choice with costs from choice.

## Quantifying Potential Impact

### Potential savings

- Time saved in mail services and possible savings in communications areas of certain DLCs
- 50% reduction in bulk mailings would save 2 hours daily at hourly cost of $20.56 plus EB ($13K annually)
- Decrease in printing and other expenses associated with mailings
- Estimated 740K pieces of mail annually, reduction of half at 30 cents $110K savings

### Investment

- Possible investment in email opt-in system

### Effort Required

- Plan and carry out pilot and implementation

## Implementation Considerations

### Pros

- Reduction in Expenses
- Elimination of hand-carry and mailing
- Reduced processing time to get mailing since electronic
- Better accessibility
- Lack of Junk Mail

### Cons

- Change management issues
- Training and adoption of robust electronic system

### Suggested approach to implementation

- Set bold long term vision
- Determine what is being distributed by print and electronically or available electronically
- Recommend one of two options after understanding pros and cons of paper distribution
- Communication strategy important

# Document Retention and Ownership

## Summary Description

### Rationale

Establishing policies and guidelines concerning official ownership, retention and destruction of Institute records, both electronic and paper, will ensure efficient, consistent retention of documents in accordance with legal and policy requirements and provide guidance as to appropriate time-frames for retention and destruction.

### Current process

Some record retention policies are administered by the Archives Department, but there is not widespread knowledge of the policies, and the policies do not cover all types of records.

> Anecdotal evidence indicates there are numerous copies of the same documents in numerous places and that there is no uniform practice as to retaining and destroying documents. There is also no policy on the retention of electronic documents. Establishing a policy might not only lead to a reduction of costs in terms of computer space and administration but also would make the Institute more efficient.

### Envisioned solution

Draft and adopt comprehensive Institute record retention policies for all records. Establish a database so records can be easily accessed.

## Quantifying Potential Impact

### Potential savings

- Possible savings in personnel in archives and DLCs with regard to record maintenance
- Reduction in costs for storage, on and off campus
- Reduction in computer administration and space expenses

### Investment

- Time to develop policies and enforcement tools

### Effort Required

- Policy drafting, adoption of policy, development of communications strategy

## Implementation Considerations

### Pros

- Reduction in expenses
- Uniformity and consistency in practices
- Reduce administrative time in maintaining and locating Institute records
- Better accessibility
- Lead to digital culture, culture of efficiency
- Reduction in legal/compliance costs associated with present record-keeping practices

### Cons

- Change management issues; training and adoption of policies

### Suggested approach to implementation

- Set bold long-term vision
- Identify existing policies, survey records being kept by various offices, and draft new policies
- Establish committee comprised of representatives from key constituents and with senior officer sponsorship to have ownership of policy drafting, adoption and communication
- This could serve as the first phase of work and would inform future implementation of a comprehensive electronic document management system for use across MIT.

# Appendix III

# Exhibits

# Exhibit 1: Potential Financial Impact for Top Opportunities

| | | RECURRING ANNUAL OPERATIONAL SAVINGS | | | | | |
|---|---|---|---|---|---|---|---|
| **Opportunity** | **One Time Investment** | **Personnel $ Savings** | **Non Personnel $ Savings** | **Total Savings** | **Income** | **Combined Savings and Income** | **Context and Comments** |
| **Travel** | | | | | | | |
| Modernization of MIT Travel System | (140,000) | 80,000 | 0 | 80,000 | 200,000 | 280,000 | An electronic expense reporting system will be provided with a travel credit card, which generates rebates based on volume usage, on-line booking tool, and direct deposit for reimbursement of out-of-pocket expense. |
| **Financial Management** | | | | | | | |
| Buy-Pay Processes and Electronic Tools | 0 | 200,000 | 75,000 | 275,000 | 1,000,000 | 1,275,000 | Savings across the buy-pay process would be realized by increased use of existing tools, implementing new tools for ePayables solutions,which generates rebates based on volume usage, and focused strategic sourcing. |
| Budget Process | (300,000) | 170,000 | 30,000 | 200,000 | 0 | 200,000 | The annual budget process could be simplified for the DLCs to eliminate decentralized projection of research and fund expenditures and focus on general operating budgets. DLCs could have authorization to enter a variety of detailed changes directly, without going through Budget. Such simplifications would save time across the DLCs and in Budget. |
| Reporting and Forecasting | (250,000) | 0 | 75,000 | 75,000 | 0 | 75,000 | Providing a web-based platform for reporting and financial forecasting would result in efficiencies, enhanced compliance monitoring, improved forecasting, and savings in time across the Institute. Estimates include results of expanding current forecasting effort already underway to include reporting. |
| **Research** | | | | | | | |
| Research Proposal Submissions | (200,000) | 300,000 | 0 | 300,000 | 0 | 300,000 | In FY08, MIT submitted over 2,200 new proposals to over 200 sponsors for research funding from 120 DLCs across campus. Compliance with the terms of sponsor and MIT policies varies widely. Proposals are submitted in various forms: system-to-system transmission, emailing pdf documents, sponsor website uploads, and paper submissions sent via overnight mail. Development of templates, tools and best practices, implementation of high priority changes to Coeus and training delivery would dramatically improve process and save time an estimated 6,600 hours or $300,000 if captured. |
| **HR/Payroll Processes** | | | | | | | |
| Overtime Staffing | 0 | 550,000 | 0 | 550,000 | 0 | 550,000 | Maximizing the deployment of the workforce through the innovative scheduling to minimize the use of premium pay offers great opportunities for savings. The cost of premium pay on general operating and auxiliary funds in fiscal year 2008 totaled close to $4.3M in direct wages excluding employee benefits (EB) costs. Overall, overtime pay totaled $8.5M and accounted for approximately 10% of the total payroll for service staff across all cost object types, and 3% of support staff wages. A reduction of 10% in overtime across campus (excluding Licoln Labs) could yield savings of $550,000 with EB. |

# Exhibit 1: Potential Financial Impact for Top Opportunities

| | | RECURRING ANNUAL OPERATIONAL SAVINGS | | | | | |
|---|---|---|---|---|---|---|---|
| **Opportunity** | **One Time Investment** | **Personnel $ Savings** | **Non Personnel $ Savings** | **Total Savings** | **Income** | **Combined Savings and Income** | **Context and Comments** |
| Faculty Search | 0 | 0 | 147,000 | 147,000 | 0 | 147,000 | Developing a single online system to support the faculty search process would lead to savings and increase the efficiency and effectiveness of that process. |
| Non-Faculty Recruiting and Search | 0 | 0 | 0 | 0 | 0 | 0 | Encouraging DLCs to use Staffing Services will free up administrative staff to focus on their core responsibilities and leverage the recruiting expertise in Staffing Services. Greater use of the central resource, moreover, will enable MIT to more effectively align applicants with open positions across the Institute and minimize the risk exposure related to legal and compliance requirements around the search and hiring processes.Reduction of 10% in the use of search firms ($1.75M in FY08)could provide savings of $175,000 annually, but would be offset by additional staffing. |
| HR/Payroll Transaction Processing | (1,300,000) | 125,000 | 0 | 125,000 | 0 | 125,000 | The current process for HR/Payroll transactions is being modernized to improve accuracy, expedite processing, and eliminate duplication of effort. Implementing an automated process through SAPWeb will achieve greater efficiency and accuracy, eliminate duplication of effort and expedite processing. |
| Vacation Tracking for Non-Sponsored Exempt Staff | (25,000) | 0 | 300,000 | 300,000 | 0 | 300,000 | The new sponsored research staff SAPWeb vacation tracker could be extended to other exempt staff, who currently track vacation locally or not at all, possibly resulting in savings of over paid unused vacation balances at termination. 10% reduction in vacation pay-out would result in savings of $300,000. |
| Electronic Pay Stubs and W2s | (300,000) | 65,000 | 75,000 | 140,000 | 0 | 140,000 | Electronic pay stubs and W2s would yield cost savings by eliminating labor in Payroll and Mail Services and by reducing postage related to off-campus mailing. |
| **Student Services** | | | | | | | |
| Next-Generation Student Systems | THIS PROJECT HAS NOT YET BEEN QUANTIFIED | | | | | 0 | A series of projects billed as NGS3 aim to use current technology to automate manual business processes, support business process design efforts across more than 100 functional areas, and improve services to students, faculty, and staff. Already underway, an initial project called "Business Process Design–Enrollment" is examining the business processes at the core of student administrative services. |
| Graduate Student Admissions | (500,000) | 0 | 160,000 | 160,000 | 0 | 160,000 | The envisioned solution is to implement an MIT-developed paperless online admissions system through which applicants apply, evaluations are conducted, and decisions are made collaboratively. An online admissions system would not only yield savings in printing and mailing but also would reduce the time demands on application reviewers, give reviewers the flexibility to review applications anywhere, permit rapid cross-Institute evaluation, and lead to better admissions decision making. |
| | | | | | | | |

# Exhibit 1: Potential Financial Impact for Top Opportunities

| | | RECURRING ANNUAL OPERATIONAL SAVINGS | | | | | |
|---|---|---|---|---|---|---|---|
| **Opportunity** | **One Time Investment** | **Personnel $ Savings** | **Non Personnel $ Savings** | **Total Savings** | **Income** | **Combined Savings and Income** | **Context and Comments** |
| **Facilities** | | | | | | | |
| In-house Services vs. Outsourcing | 0 | 0 | 500,000 | 500,000 | 0 | 500,000 | Transferring many of the Facilities-related services performed by outside contractors to in-house staff would reduce the $9M spent each year on those contractors campus wide by approximately $500K. |
| Shuttle Services | 0 | 0 | 150,000 | 150,000 | 0 | 150,000 | A more efficient, cost-effective, and environmentally sensitive model for operating the shuttle service represents an opportunity not only for cost savings but also for advancing MIT's commitment to sustainability and to encouraging health and wellness among community members. Deleting redundancy of routes conceivably has no effect on riders and represents easy cost savings. |
| Key Request Process | (25,000) | 0 | 0 | 0 | 0 | 0 | An automated SAPWeb process for key requests would facilitate requests and approval and expedite turnaround by the Department of Facilities. There is already a Key Request page under the Building Services tab in SAPWeb. Automation would require building functionality into that page to process key requests and communication with members of the community around the new process. |
| Room Scheduling and Events Registration | (250,000) | 0 | 0 | 0 | 0 | 0 | A central tool for room scheduling and event management would optimize staff and space resources for classes, meetings, and events. It would also result in better coordination of event registration and event-related information sharing, which would improve efficiency and performance, assure external compliance, and mitigate risk. |
| **Paperless Solutions** | | | | | | | |
| Stop or Reduce Campus Bulk Mailings | 0 | 13,000 | 110,000 | 123,000 | 0 | 123,000 | Consistent with the theme of automation, campus mailings could be drastically reduced from current levels of 1,640 pieces of bulk mail per day by replacing paper publications with electronic subscriptions, and with opt-in strategies for publications still printed. Reduction by 50% would result in savings in Mail Services, as well as time savings for communications staff members across the DLCs. |
| Document Retention | 0 | 0 | 0 | 0 | 0 | 0 | Draft and adopt comprehensive Institute record retention policies for all records, electronic and otherwise including ownership; establish a database so records can be easily accessed, and inform a later project to implement electronic document mangement systems. |
| | | | | | | | |
| **TOTALS:** | **(3,290,000)** | **1,503,000** | **1,622,000** | **3,125,000** | **1,200,000** | **4,325,000** | |
| | | | | | | | |
| NOTE - TOTALS EXCLUDE NEXT GENERATION STUDENT SYSTEMS PROJECT | | | | | | | |

# Exhibit 2: Summary of Organizing Themes by Process Category – Outreach Effort

**SUMMARY OF ORGANIZING THEMES BY PROCESS CATEGORY**
(Each of 331 suggestions was assigned one primary theme)

| Count of Primary Theme | Process Category | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Primary Theme | Buy-Pay Processes | Facilities Management | Financial Management | Human Resources Management | Student Services Administration | Other | Research Administration | Information Technology | Printed Materials and Distribution | Travel | Payroll Management | Student Life | Grand Total |
| Automation | 16 | 5 | 2 | 2 | 7 | 3 | 2 | | | | | | 37 |
| Choice vs. Standardization | | | | 1 | | 3 | | 17 | 1 | | | 1 | 23 |
| Communication | 4 | 2 | 5 | 5 | | 4 | 2 | 1 | 1 | 1 | | | 25 |
| Data Integrity | 1 | | | | | | | 1 | | | 2 | | 4 |
| Energy Savings | 5 | 6 | | | | | | | | | | | 11 |
| Labor distribution | 1 | 3 | | 6 | | | 1 | 3 | | | | 1 | 15 |
| Other | 1 | 1 | | | | 2 | | | | | | | 4 |
| Policy Review | 3 | 1 | | 5 | 1 | | 3 | | | 1 | | | 14 |
| Process Modification | 6 | 2 | | 2 | | 1 | 8 | | | 1 | 8 | 3 | 31 |
| Process Redesign | 1 | 13 | 14 | 29 | 22 | | 7 | | | 18 | | | 104 |
| Stop printing | 2 | | | | | | | 1 | 13 | | | | 16 |
| System Modification | 5 | | 2 | 4 | 9 | | | 3 | | | 6 | | 29 |
| Training/Orientation | | | | 7 | | | | | | | | | 7 |
| Vendor Selection | 7 | 2 | | | | | | | | | | | 9 |
| State of Building Infrastructure | | 2 | | | | | | | | | | | 2 |
| Grand Total | 52 | 37 | 23 | 61 | 39 | 13 | 23 | 26 | 15 | 21 | 16 | 5 | 331 |

Many suggestions fell under more than one theme. Choose to count each suggestion only once and, thus, it was categorized by the most significant organizing theme.
"Policy Review" - suggestions require a review of existing policies.
"Process Modfication" - process is in place; suggestions seemed like a minor change to existing process.
"System Modification" - technical system in place (eSDS, MITSIS, WebGrad Aid, etc.); suggestions seemed like a minor change to the existing system.
"Process Redesign" - suggestions imply a more significant overhaul to the existing process.

# Exhibit 3: Summary of Responses by Process Category – Idea Bank

| Count of Process Sub-Category | | |
|---|---|---|
| Process Category | Process Sub-Category | Total |
| Buy-Pay Processes | Consultants | 1 |
| | Medical Department Fees | 1 |
| | Paper-based processes | 2 |
| | Purchase Orders | 2 |
| | Vendor Selection | 1 |
| Buy-Pay Processes Total | | 7 |
| Facilities Management | Events Registration | 3 |
| | Labor Distribution | 1 |
| | Mail Distribution | 3 |
| | Room Scheduling | 1 |
| | Space Allocation | 3 |
| | T-Pass Program | 4 |
| Facilities Management Total | | 15 |
| Financial Management | Account Reconciliation | 1 |
| | Budget | 1 |
| | Cost of administering funds | 1 |
| | Employee Benefits | 1 |
| | Managing MIT's Portfolio of Projects | 3 |
| | Reduce Spending | 10 |
| Financial Management Total | | 17 |
| Human Resources Management | Employee Benefits | 4 |
| | Labor Distribution | 10 |
| Human Resources Management Total | | 14 |
| Information Technology | Software | 1 |
| | Support | 1 |
| | Video-conferencing | 5 |
| Information Technology Total | | 7 |
| Other | Alumni/Fundraising Tool | 1 |
| | Idea Bank | 4 |
| | Project Management | 1 |
| | Task Force Communication | 1 |
| | Unused Library Cards | 2 |
| | Visiting Committees | 1 |
| Other Total | | 10 |
| Printed Materials and Distribtion | Advertising | 2 |
| | Course Catalog/Telephone Directories | 9 |
| | Document Retention | 2 |
| | DTR's | 3 |
| | Events Annoucements/Invitations | 13 |
| | Financial Paperwork | 4 |
| | Internal Publications | 14 |
| | Opt-out/Opt in | 7 |
| | Paystubs/W2's/Reimbursements | 6 |
| Printed Materials and Distribtion Total | | 60 |
| Research Admininstration | Cost-recovery | 3 |
| | Fund Fee | 1 |
| | Indirect Cost Rate | 1 |
| | OSP/TLO | 2 |
| | Proposal Submission | 1 |
| Research Admininstration Total | | 8 |
| Student Life | Student Activities | 3 |
| Student Life Total | | 3 |
| Student Services Administration | Billing | 1 |
| | Graduate Admissions | 1 |
| Student Services Administration Total | | 2 |
| Travel | Credit Card | 6 |
| | Frequent Flyer Programs | 1 |
| | Per-diem | 2 |
| | Process | 8 |
| | Vendor Fee | 2 |
| Travel Total | | 19 |
| Grand Total | | 162 |

# Exhibit 4: Distribution of Staff Head Count and Associated Cost

| Note: Includes Tech Review; excludes MIT Press, affiliates & MIT Student payroll. | Service Ctrs, Suspense, Lab Allocation accts | Gen & Auxiliary | Discretionary Funds | Sponsored Funds | Sponsored Research | Total | Broad | Less central HR, IT, DoF, and EHS staff | Total in DLCs (x Broad) | Exempt w/o Broad | Non-Exempt w/o Broad | Academic Units w/o Broad | Administrative Units w/o Broad |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Head Count | | | | | | | | | | |
| Administrative Officers | 1 | 46 | - | 1 | | 47 | 1 | | 46 | 46 | | 42 | 4 |
| Exec, Admin, Admin Coordinators & Office Assistants | 66 | 697 | 87 | 32 | 85 | 967 | 22 | | 946 | 30 | 916 | 800 | 146 |
| Facilities, Capital Projects | 11 | 593 | 1 | 1 | 1 | 606 | 5 | 478 | 123 | 58 | 65 | 93 | 30 |
| Fiscal Officers & Fiscal Assistants | 45 | 129 | 10 | 6 | 9 | 200 | 11 | | 189 | 103 | 86 | 158 | 32 |
| Human resources & Training | 7 | 110 | 2 | 2 | 1 | 123 | 13 | 54 | 56 | 51 | 5 | 39 | 17 |
| IS&T Positions | 40 | 478 | 11 | 8 | 8 | 545 | 40 | 292 | 213 | 180 | 33 | 138 | 75 |
| Research Administration | 28 | 31 | 17 | 30 | 34 | 140 | 1 | | 139 | 138 | 1 | 139 | - |
| Safety & Environmental | 8 | 96 | 2 | 0 | 0 | 106 | 4 | 94 | 8 | 1 | 7 | 7 | 1 |
| | **207** | **2,180** | **130** | **80** | **137** | **2,734** | **97** | **918** | **1,720** | **607** | **1,113** | **1,416** | **304** |
| | | | | | | | | | 1,720 | | 1,720 | | 1,720 |
| Administrative Officers | 4,196 | 3,149,198 | 2,000 | 7,020 | | 3,162,414 | 56,953 | | 3,105,461 | 3,105,461 | | 2,790,361 | 315,100 |
| Exec, Admin, Admin Coordinators & Office Assistants | 1,568,084 | 24,586,861 | 2,960,284 | 1,046,875 | 2,861,839 | 33,023,942 | 782,584 | | 32,241,358 | 1,382,974 | 30,858,384 | 26,948,591 | 5,292,768 |
| Facilities, Capital Projects | 629,473 | 25,448,319 | 6,890 | 51,108 | 23,430 | 26,159,220 | 288,285 | 21,327,643 | 4,543,292 | 2,288,534 | 2,254,758 | 3,927,721 | 615,571 |
| Fiscal Officers & Fiscal Assistants | 1,981,517 | 6,184,523 | 295,448 | 302,306 | 356,517 | 9,120,311 | 651,968 | | 8,468,343 | 5,467,291 | 3,001,052 | 6,889,409 | 1,578,934 |
| Human resources & Training | 367,694 | 6,639,514 | 70,360 | 136,862 | 10,508 | 7,224,936 | 795,721 | 3,153,100 | 3,276,115 | 3,106,460 | 169,655 | 2,283,588 | 992,527 |
| IS&T Positions | 2,231,490 | 28,534,268 | 583,252 | 255,702 | 314,091 | 31,918,803 | 2,330,733 | 18,686,827 | 10,901,243 | 9,841,422 | 1,059,820 | 6,823,401 | 4,077,842 |
| Research Administration | 1,663,413 | 1,781,751 | 939,800 | 1,555,966 | 2,014,492 | 7,955,422 | 27,625 | | 7,927,797 | 7,861,302 | 66,495 | 7,923,625 | 4,173 |
| Safety & Environmental | 384,223 | 6,113,547 | 14,413 | 2,188 | 198 | 6,514,571 | 172,168 | 5,994,379 | 348,024 | 158 | 116,865 | 97,524 | 19,500 |
| | **8,445,867** | **96,324,434** | **4,858,034** | **3,355,839** | **5,580,877** | **118,565,048** | **4,933,869** | **43,167,570** | **70,463,609** | **33,053,444** | **37,410,165** | **57,586,695** | **12,876,914** |
| | | | | | | | | | **70,463,609** | | **70,463,609** | | **70,463,609** |

*Through March 31, 2009 (Headcount is annualized; $ are for the 9 month period ended March 31, 2009)*

# Appendix IV

## Master List of Categorized Ideas
## Outreach Effort

# Master List of Categorized Ideas, Outreach Efforts

| Process Category | Process Sub-Category | Description of the Problem | Negative Impact of the Problem | Suggestions for Improvement | MIT Unit or Institution w/ Best Practice (if known) | Primary Theme |
|---|---|---|---|---|---|---|
| Buy-Pay Processes | Contracts | Sub-contract issuance. subcontracts are submitted to other institutions via paper and mail and paper copies are provided to DLCs via I-mail | 1) waste of paper, 2) slow process and 3) potential for lost of paperwork. | to be sent electronically via email/scan | | Automation |
| Buy-Pay Processes | Contracts | Approval Process for Consultants | I understand the need to review businesses before approving them to work on campus.. The lengthy process to gain approval of individuals as consultants takes extensive time. Certian rules like reqiring individuals to have "liability insurance" seems appropriate only in certain circumstances, but not for writers and copy editors. The complications of the process and insurance requirements makes it easier to have people work as a MITemp at a 20% premium to the institute | Develelop new rules to make it simpler for individuals to become consultants and investigate the need for liability insurance for all consultants such as writers and copy editors. The result may save the Institute 20% per hour in MITemps fees. | | Policy Review |
| Buy-Pay Processes | Controls | ECAT, Credit Card and Pos under $25K create some risk | spending authorization and terms & conditions are more difficult to track and enforce with automated purchasing procedures | | | Policy Review |
| Buy-Pay Processes | Controls | IS&T internal - Expense approval/Budget. Budget authority is at a relatively high level. Approval limits are not clear. | Delays are experienced while approval is sought; there is little latitude to purchase tools and other small items that would improve team effectiveness or reward the team. Not knowing current budget rules and limits creates uncertainty and differences between groups. Having to go to a higher level for approval of an expense because the cost is "almost" to the next level results in delays, confusion and distrust | Give all levels including leads and supervisors a budget with guidelines then hold them responsible for managing it. | | Process Modification |
| Buy-Pay Processes | Controls | Limited SAP requisitioning | For interdepartmental cost sharing, unable to process REQ with multiple department accounts. Support staff unable to create a REQ for their Professor that is a general departmental expense. Such as course supplies. Not flexible, limits support staff from creating Requisition on accounts they are not authorized on, but are assisting or working on a project | All employees should be able to process a REQ without having authorization on the account and it would forwarded to appropriate authorizers | | Policy Review |
| Buy-Pay Processes | Controls | Vendor approval for projects. The timeframe for vendor approvals for projects usually takes considerable amount of time. | When the approvals are delayed, we are left with the decision to either delay the project start or ask the vendor to start work without a contract. That could put the project schedule in jeopardy. | It would be useful to somehow streamline the process. If we had complete information about what's needed, we could provide the procurement group with more information before the contract reached their office. Also, if we had guidelines with specific timeframes from the procurement office about their process, we could schedule better and be able to set expectations | | Communication |

# Master List of Categorized Ideas, Outreach Efforts

| Process Category | Process Sub-Category | Description of the Problem | Negative Impact of the Problem | Suggestions for Improvement | MIT Unit or Institution w/ Best Practice (if known) | Primary Theme |
|---|---|---|---|---|---|---|
| Buy-Pay Processes | Document Retention | Filing packing slips and receipts – can we make the digital transition? I know this may be a federal requirement but if I have 600dpi copies of my receipts I can store them on a hard drive and save the cabinet space. | Waste of paper and space. | Can we put efforts into lobbying for a 1 year physical receipt retention policy and start investing insome high capacity RAID centralized financial servers? This way audits will take less time, be less intrusive and eventually can go back much further without costing us loads of space | | Stop printing |
| Buy-Pay Processes | Internal billing | MIT doesn't have an easy-to-use internal billing service (when one MIT department bills another). Therefore, dfiferent groups have to develop their own processes, tools, and tracking mechnanisms. | This is inefficient, increasing errors due to data rekeying, and ends up consuming an inordinate amount of resources. | Provide a central solution | | System Modification |
| Buy-Pay Processes | Invoices | Paying Invoices: must stamp, sign, then mail to AP, 30 days to send check | Some businesses prefer faster payment. | Electronic processing, scanned invoices, electronic signatures by approving invoices with certificates online. Also, have a website where one can access all paid and signed invoices (online record keeping, like credit card statements) | Not familiar with how other business process invoices. | Automation |
| Buy-Pay Processes | Invoices | Invoice Payment: Current process takes longer beceasue we need to wait for the invoices, need to confirm from the requesitioner/good receient and send it to AP. | lenthy process is wast of time | To make the process short and fast, create a inbox in SAP for Requisitioner like JV inbox . Once it is clicked, checked and hit submit button for submission, it should go to the accounts payable for the payment process. This will save time. Also, we can do an electronic payment process, which save check printing cost. (Not sure if we need to have an invoice for auditing purpose.) | | Automation |
| Buy-Pay Processes | Invoices | Approval of invoices - delays, lost & forwarding to wrong person | Lost invoices in transit - to and from Accounting cause delays & misplacement of invoices | E-INVOICING would mean lower invoice-processing costs and less time responding to inquiries | | Automation |
| Buy-Pay Processes | Journal Vouchers | 1) Mis-keying the account number (several steps where that can happen); 2) time consuming to keep checking to make sure was processed correctly | Errors and time consuming | Create an online JV/Transfer request (for non-financial types) with drop-down for the account number | | System Modification |

# Master List of Categorized Ideas, Outreach Efforts

| Process Category | Process Sub-Category | Description of the Problem | Negative Impact of the Problem | Suggestions for Improvement | MIT Unit or Institution w/ Best Practice (if known) | Primary Theme |
|---|---|---|---|---|---|---|
| Buy-Pay Processes | Journal Vouchers | Journal Vouchers are often entered with little or no identifying information. Service center charges appear without proper backup. | Time is wasted chasing documents to identify charges. Auditors question "cost transfers" that are really billing documents. | Service Centers are the primary problem. The JV is not really intended as a billing document. There ought to be a billing application in SAP for interdepartmental service centers to charge cost objects that generated a bill with appropriate detail of the user and hourly charge. This document is usually generated and given to the user, but rarely makes it to the department office. Some non-service centers upload huge JVs with generic explanations. The capacity to put an explanation in each individual line that is meaningful to the department | ECAT is a similar type of system. Why not an ECAT for service centers that also aids them in preparing the billings? | System Modification |
| Buy-Pay Processes | Materials/Goods Use | Missed opportunity for increased buying power | Cost of large events like commencement, snow removal is very high | coordinate all buying on campus for key services, possibly coordinating with other large schools like Harvard, BU | | Vendor Selection |
| Buy-Pay Processes | Materials/Goods Use | Too many cell phone contracts/vendors on campus | increased cost/effort to maintain | Buy all phones/services through procurement as one master contract | | Vendor Selection |
| Buy-Pay Processes | Materials/Goods Use | A second office supply vender on preferred list would be helpful. | One vendor will not meet all needs and pricing can be better eleswhere. | Add Staples or WB Mason | N/A | Vendor Selection |
| Buy-Pay Processes | Materials/Goods Use | Defused buying of environmentally sustainable office supplies (note: exact same suggestion/details provided by two separate individuals from EHS) | potential for decreased buying power as well as need to educate staff (retail) to ramp-up environmentally sustainable buying practices | Centrally purchase and stock basic products such as copy paper, hanging folders with highest post-consumer recycled content (for example) then allow departments to buy these products from the central campus location rather than having individuals go to vendors | | Energy Savings |
| Buy-Pay Processes | Materials/Goods Use | Not easy to choose environmentally sustainable vendors | Event planners either make less sustainable choices or are forced to do much more research and planning for each event | Add sustainable vendors to preferred vendor list and flag them as such | Harvard has a strong sustainability & recycling program | Energy Savings |
| Buy-Pay Processes | Materials/Goods Use | Procurement of IT products. MIT doesn't appear to have a consolidated view of expenditures with vendors across the different IT groups on campus. | Increased costs, lost opportunities for better service (vendors may treat a $10 million client differently than 10 $1 million clients) | Implement an IT vendor relationship management program (e.g., allow MIT to look at the entire relationship, rather than simply the commodity prices). More details available if desired… | Examples within both Procurement and IS&T | Vendor Selection |
| Buy-Pay Processes | Materials/Goods Use | Too many Institute-owned vehicles | Unnecessary use of vehicles | examine alternative approaches to moving people and goods around campus | | Energy Savings |

# Master List of Categorized Ideas, Outreach Efforts

| Process Category | Process Sub-Category | Description of the Problem | Negative Impact of the Problem | Suggestions for Improvement | MIT Unit or Institution w/ Best Practice (if known) | Primary Theme |
|---|---|---|---|---|---|---|
| Buy-Pay Processes | Materials/Goods Use | Defused buying of environmentally sustainable office supplies | potential for decreased buying power as well as need to educate staff (retail) to ramp-up environmentally sustainable buying practices | Centrally purchase and stock basic products such as copy paper, hanging folders with highest post-consumer recycled content (for example) then allow departments to buy these products from the central campus location rather than having individuals go to vendors | | Energy Savings |
| Buy-Pay Processes | Materials/Goods Use | Too many products from virgin materials rather than recycled sources | Less environmentally sound choice | use recycled motor oil and retread tires | | Energy Savings |
| Buy-Pay Processes | Materials/Goods Use | Commissary of items. | | Allocate expenses for shared items; your account gets billed a percentage per month. | | Other |
| Buy-Pay Processes | Materials/Goods Use | Catering. Too much $ spent and use of support staff's time | will decrease morale if catering is done away with and is it worth the time to argue when its such a small percentage of spending costs | using a single vendor for all catering. Negotiate with vendors and choose the vendor that offers the best price | | Vendor Selection |
| Buy-Pay Processes | Paper-based processes | Printing receipts | Unnecessary cost for paper | Having the people within the department's to have access to their DTR, then they can see the money hitting their accounts immediately. This will save time and money. | | Stop printing |
| Buy-Pay Processes | Paper-based processes | Currently reimbursement of expenses is done in the form of a paper check which is expensive and inefficient | Cost to MIT of printing and distribution; risk of sensitive info getting into the wrong hands | Implement electronic payments for reimbursements either through current employee pay or through direct deposit to employee supplied checking accounts | IRS -- allows for processing of tax forms online and electronic funds transfer | Automation |
| Buy-Pay Processes | Paper-based processes | "Where's my check?" When APgenerates a check, a document is generated in SAPgui on the account from which the check was issued. Unfortunately, most Admin Assistants don't have time to look into their accounts more frequently than their monthly reconciliation. | We've got to go digging through DTRs or searching POs and invoice/payment histories just to figure out where a check is. | Can AP set up a notice that checks are being posted from accounts that you oversee? We could be notified in our SAPweb inbox or email (user should be able to customize settings). It would be even better if we could request that notice be sent to the individual who will be receiving it upon issue. | | Automation |
| Buy-Pay Processes | Paper-based processes | Constant ordering of checks takes a lot of paperwork. Then waiting for checks and sending them out. | Time and cost inefficient | online process, direct deposit, use SAP | | Automation |

# Master List of Categorized Ideas, Outreach Efforts

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| Buy-Pay Processes | Paper-based processes | Too much paper creating too many paper processes | Storage, retrieval, waste, and misplaced documents | Convert all paper forms to computer based forms, example if you were completing a travel voucher for yourself the form would recognize your certificate and your Roles authorizations allowing you to upload all backup documents. After the travel voucher is submitted by you, it would be forwareded to the authorized person in your area for final approval and submission to the travel office | Human Resources | Automation |
| Buy-Pay Processes | Paper-based processes | Transmitting paper from the DLC to Procurement, Travel, RFP etc. Too much paper creating too many paper processes | Storage, retrieval, waste, and misplaced documents | Allow DLC to upload digital backup instead of mailing paper, as long as backup comes from authorized signer in Roles Database. | Human Resources | Automation |
| Buy-Pay Processes | Paper-based processes | Image documentation: There exists the ability to attach document images to transactions in SAP but it is not done except with a very few transactions. | documents go missing, and can't be replaced. Explanations of transactions require phone calls or retrieval of originals when the answer could easily be in the doc image. | Permit or even mandate that departments use more electronic methods of submitting documents like travel vouchers, credit card receipts, etc. Allow departments to attach images to SAP documents in SAP themselves | | Automation |
| Buy-Pay Processes | Paper-based processes | Business Expense Reimbursements (incl travel). Manual, paper driven process | Delays reimbursement, increased errors due to rekeying, lack of approval from budget owner | Automation of reimbursement requests including workflow approval | | Automation |
| Buy-Pay Processes | Petty Cash | Petty Cash process is more difficult than in the past | time consuming for staff processing small-dollar reimbursements | If cash service is going away, need better replacement tools | | Process Modification |
| Buy-Pay Processes | Police Details | Police Details. Customer account numbers not provided/valid | Police need a cost object to assign details. Details are often safety requirements. The lask of documentation holds up the process. | | | Process Modification |
| Buy-Pay Processes | ProCard | not using MIT credit card for small purchases | It takes long time to go thought RFP and requisition process to make the purchase and reimbursement | Emphasize to use MIT credit card for small purchases than any other mode i.e. RFP, requisition, which same time to process and cost of printing checks | | Communication |
| Buy-Pay Processes | ProCard | For small charges using requisition and PO process takes more time than its value | use of more human resources time | Should emphasize to use MIT credit card for small purchase. Should put amont limit on creating requistion. Below the limit must use credit card except for e-cat vendor | | Communication |
| Buy-Pay Processes | ProCard | The MIT Procurement office processes hundreds off small dollar orders daily. There is very little value in this work and it exhausts many resources which could be used to help DLCs with more complex purchases. Allthough MIT has a strong procurment card program (over $30 million a year)many departments do not use it becasue a perceived notion that it is more work or there is too much risk in using the tool | Issuing small dollar purchase orders (under 5,000) is non valued added process which is paper intense both on the ordering and invoice side. It also results in many change orders and delay in the payent to vendors. | Procurement, Audit and DLCs should work to make the procurement card program process more streamlined and secure to encourge a much higher usage level on campus | | Process Modification |

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| Buy-Pay Processes | ProCard | Difficulty obtaining backup from cardholders and enforcement of taking away cards from repeat violators. | Waste of time | Card Office should be clearer about the impact of violations and when a card can (or will) be taken away. | | Communication |
| Buy-Pay Processes | ProCard | Use of MIT Credit Card for internal providers and partners. Avoids using the ecat3 and SAPweb portals and shifts the workload involved in procurement to the credit card verifier | shift of workload; more time spent verifying purchases | | | Labor distribution |
| Buy-Pay Processes | Purchase Orders | lack of alignment/triggers between contract and PO processes | multiple passes through high-level approvers to implement contract changes | Tracking tool for major contract services (including construction)? | | Process Modification |
| Buy-Pay Processes | Purchase Orders | Purchase Orders must be generated for all payments that "can not be transacted with the pro card or petty cash. Often it takes weeks of wait time can not be transacted with the pro card or petty cash. Often it takes weeks of wait time before requisitions are converted to POs by Procurement. " | This frustrates vendors and can lead to major delays in research activities. | Open the PO generation process – SAP web already allows you to see requisitions you've made but you can't print POs and often can't tell why something is being held up. Statuses need to be updated and if delays are occurring we need to be made aware | | System Modification |
| Buy-Pay Processes | Purchase Orders | Double payments of purchase orders (generally on blankets) and procards. | Effort in tracking and correction errors | | | Data Integrity |
| Buy-Pay Processes | Request for Payments | Request for Payments. Manual form which includes space for SSN | Delays in process due to manual processing; risk that people will actually fill in SSN because form is old and it is still list - form then retained in files | Implement electronic form and processing; update form to include only pertinent information | | Automation |
| Buy-Pay Processes | Request for Payments | RFPs take an unpredictable amount of time and the forms are lousy | Wasted time or delays in payment and phone calls/emails back and forth between offices. | put the process on the web in a simple form – grant payee, Admin/FO access to the form as well as Accounts Payable. Make it clear where in the process we are at any given time (status updates when forms are approved, and checks are issued) | | Automation |
| Buy-Pay Processes | Request for Payments | Paying Visiting Students via RFP. | Lots of errors, delays, and stop-and-reissues. | Move to on-line system sooner rather than later | | Automation |
| Buy-Pay Processes | Roles Database | Roles Database. Giving authorizations | Can't assign multiple authorizations to an individual and time consuming | Allow primary authorizer to choose multiple authorizations at once, make the process less clunky | Human Resources | System Modification |
| Buy-Pay Processes | Selection of Source | Selection of Source Form: Filled out and then faxed in | Takes time, inefficient | Can website be set up so we can complete SOS form online and directly submit to Procurement? | not known | Automation |
| Buy-Pay Processes | Selection of Source | Selection of Source for everything over $5,000. This affects blanket order increases if it pushes the blanket past the $5k threshold. | Extra effort | Refine the SOS to capture its originally intended purpose, which seems to be for making sure that there was a competitive bidding process or at least some rhyme or reason to choosing a certain vendor rather than making it mandatory for blanket increases | | Process Modification |

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| Buy-Pay Processes | Selection of Source | Forwarding Selection of Source form & quotes | They get lost when sent | Develop online forms and online scanning of quotes or direct e-mail linked to REQ | | Automation |
| Buy-Pay Processes | Vendor Selection | LaVerdes appears to be a privately run shop. On top of that, it is obscenely overpriced – everything from food to cosmetics costs almost twice as much as they do at stores like CVS and Shaws. | | Re-evaluate relationship with LaVerde's. Would it be possible for MIT, over the next year or two, to somehow replace LaVerdes with a MIT-owned convenience store? If a MIT-owned store still overcharged, at least a high percentage of the profits would benefit MIT directly | | Vendor Selection |
| Buy-Pay Processes | Vendor Selection | Insurance relationships. I don't know much about our insurance processes, how decentralized they are or what our various insurer relationships are like. But this is a big place with a sizable risk history (assuming it's not being managed in Excel spreadsheets somewhere)--there might be opportunities here to bargain for rate reductions and/or explore self-insurance programs (also, we are right next to Vermont, captive insurance capital of the US, as an example) | | Re-evaluate insurance relationships: | | Vendor Selection |
| Buy-Pay Processes | Wire payments | Wire payments to vendors – I've had repeated issues with payments via wire. I need to wire money to my Egyptian programmers because the post is unreliable and checks can be lost. Let's smooth other this process! | Often, invoices submitted with wire instructions are mishandled and checks are issued and sent out. Wiring costs us more money but the savings we're getting from some overseas vendors more than makes up for the small fee associated with paying them. | | | Process Redesign |
| Facilities Management | Energy Savings | No incentive other than altruism for an individual at MIT to save energy on heating and lighting, or to help minimize space usage. | Lack of accountability | To get big savings in these big budget categories, there need to be positive incentives for those who use less energy or use less space ... that's probably the only way to get savings at the individual level. This would require some type of major accounting reorg and use of measurement equipment. The bottom line, though, is to achieve big savings everyone, from students to administrators to faculty, I think everyone needs a personal institute budget of some sort, and individuals need to feel that they personally benefit if they save energy costs or space | | Energy Savings |

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| Facilities Management | Energy Savings | I don't really know what 'administrative processes' are but I wonder if we couldn't do some significant energy savings. For example, I think that the Green building would still be quite comfortable a degree or two cooler in the winter and warmer in the summer. | | | | Energy Savings |
| Facilities Management | Energy Savings | | | Energy: Our energy expenditures are probably quite daunting from the lights to the fleet of vehicles and beyond. There are probably a number of projects that would significantly reduce our consumption. They'd be large-ish investments, certainly, but even with conservative budgeting/forecasted trends you could probably find a number of +NPV projects among them. On top of that, I know there are currently a number of tax incentives for it (and probably more forthcoming); the Institute could be essentially double- | | Energy Savings |
| Facilities Management | Energy Savings | waste of energy, low level of awareness | | include an energy audit with any institute audit of a DLC - with a published score to the rest of the school on how we're doing | Audit Department? | Energy Savings |
| Facilities Management | Event Registration | Multi-part manual form with signature requirements from various offices | Time consuming to have to pick up the form at one office and then walk it around for signature; inefficient use of resources | Implement electronic form online; use workflow or electronic signature for approvals from the various offices | | Process Redesign |
| Facilities Management | Event Registration | You need to get several signatures across campus for events -- and, now, almost any event in Stata. | time consuming | on-line form | | Process Redesign |
| Facilities Management | Event Registration | Hard copy process: requiring walking around for signatures | Requires a representative from each area to be present to sign the form | Automate this process | | Process Redesign |
| Facilities Management | Event Registration | The current system involves a 4-part carbon form and signatures of senior officers, monitoring departments, Campus Police and offices who schedule Institute spaces. | Those who process these forms--of which there are 1400+ annually--currently must walk forms from one office to the other for the requisite approval. The current system also does not provide for the electronic capture of any of this data on an ongoing basis in a central database. | Online Event Registration system for the Institute. A proposal for a system was submitted to ASPCC last semester. While the full proposal is quite robust, any efforts to transfer the work flow of this system to an online process would save hundreds of MIT person hours. Also, within DSL this semester, two groups (residences and student activities) are considering their own online systems in the absence of | | Process Redesign |
| Facilities Management | Event Registration | Alcohol approval forms require numerous signatures on a form that has to be hand-delivered to each signatory's office | takes far too much time, esp for administrative units that regularly host public events, e.g. gallery openings | for events sponsored by non-student units, create and allow use of an online permissions system | not appkicable | Process Redesign |

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| Facilities Management | Event Registration | You have to walk to at least three offices (all with different closing times for end of day and lunch) to get signatures and then after they're all signed, walk back to all three to drop off their copies | | Web based, work flow for approvals with electronic signatures | | Process Redesign |
| Facilities Management | Event Scheduling | The lack of a standard calendaring tool, makes scheduling meetings between faculty, staff, and students and obtaining room assisgnments and equipment an onerous and time consuming task | Takes too much time, available resources are underutilized, difficulty finding suitable locations can cause meetings to be postponed, redundant equipment (e.g., multiple projectors) | Standardized and mandated(?) calendaring tool | | Process Redesign |
| Facilities Management | Grounds Maintenance | I see the same lawn re-seeded many times per year. New seed would go down only for the tents to be erected a day later. | Wasted money and time | People holding the events pay for the lawn maintenance. | | Energy Savings |
| Facilities Management | Maintenance/Construction | Infrastructure is old and forces us to be reactive to building problems. | Being reactive costs more ultimately and forces work to become emergent as oppposed to planned. | Start systematic program of renewing housing buildings. | | State of Building Infrastructure |
| Facilities Management | Maintenance/Construction | Contracting Elevator Services. Vendor does not have ownership of elevators. | Poor quality of service, many breakdowns. | Perform services in house. | | Vendor Selection |
| Facilities Management | Maintenance/Construction | Outsourcing Trades in Housing. Most electrical and plumbing work in house is out sourced. | Higher price paid than if services were performed in house. | Perform services in house. | | Vendor Selection |
| Facilities Management | Maintenance/Construction | MIT's buildings are constantly in a state of repair. Whether it is building 66, the area around the building 4's 1st to 2nd floor stairwell, or East Campus. | MIT appears to be pouring money into building renovations and pipeline repairs. | Perhaps MIT should consider simply rebuilding some of the more run-down buildings, as to put an end to the endless payments for renovations. | | State of Building Infrastructure |
| Facilities Management | Parking (Allocation) | Not enough parking allocations | Some departments have more parking allocations than required and others do not have enough parking allocations | Create a pool of free parking allocations that anyone can take on a yearly basis as required. The space can be returned at any time it is no longer required. | Human Resources | Other |
| Facilities Management | Parking (T-pass) | Parking/T-Pass Office. Must go to pick up some types of transit cards | inconvenient | Remotely load monthly pass information on reusable pass | | Automation |
| Facilities Management | Request Services | Paper transaction--outdated; orders get lost; labor intensive from the Facilities side; key orders take too long to process | Significant delay in getting keys; paper means orders sometimes get lost in the transaction | Go to a database where the DLC and Facilities receive instant message when keys are requested; Facilities should keep an inventory of keys for larger DLCs so that the time involved is reduced | | Automation |
| Facilities Management | Request Services | Communication of Work Orders. Not enough detail and communication regarding the status of work orders between receipt and completion, and status of work between shitfts. | No knowledge of the status. Need to make phone calls for updates. | | | Communication |
| Facilities Management | Request Services | Key office only open minimal hours, physically have to go to get key | Takes time, inefficient | Key request website where administrator/authorized person can request specific keys and the keys can be mailed to the person's attention | not known | Automation |
| Facilities Management | Request Services | On line request forms.Unclear which form to use when placing an order and whether it will result in a chanrge for their services or not | | | | Communication |

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| Facilities Management | Request Services | Not easy to get extra recycling receptacles & pick-ups for events | Waste that could be recycled gets treated as rubbish | Make the process for ordering recycling bins and pick-ups as easy as the extra rubbish pick-ups for events or perhaps tie the two together -- always provide recycling as well as rubbish bins & pick up for events | | Energy Savings |
| Facilities Management | Request Services | Key requests are made by a form submitted to the key office in person. Requests for over 12 keys are charged to the department, but less are not. The requests are submitted to the company that cuts the keys once every 2 weeks. It then takes up to 2 weeks for the order to be returned. One could conceivably wait 1 month to get a key. The only way to find out if the request is ready is to walk there. The database used to track keys is also very challenging to use. | A lot of time is wasted getting keys, keys are hard to track and recover. | Online request form for keys. Have the orders made more often. | | Automation |
| Facilities Management | Request Services | Ordering custodial services. Facilities offers an online requisition through SAPWeb, but at least in December 2008 the department told me that the form didn't provide information properly. They asked me to email the same information to cust-coach. I brought a setup diagram to the administrative assistant and was asked to stand for 25 minutes while she filled out one form online, printed it out, then filled out another form with the same information, verifying items with me repeatedly. A big waste of her time and mine! | A big waste of time for Facilities and DLC's. | | Campus Activities Complex has a fully functional online system that includes as much detail as a custodial requisition needs. Often I can make a reservation and pay for it entirely online, with an occasional phone conversation to verify details. | Process Modification |
| Facilities Management | Request Services | there are no processes in place | example: Keys dept. poor database for tracking signing out of keys | | | Automation |
| Facilities Management | Response Time | Requesting Services. Response time has greatly improved with the creation of the Repair and Maintenance DSL Zone. Per hour cost is high. Would like to get even more work done. | Cost and amount of work completed. | More people | Vendors are cheaper | Labor distribution |
| Facilities Management | Response Time | Facilities Requests. Housing aims for same day response to student requests, but Facilities must prioritize over campus needs. | Often use outside vendors. | Hire more trades people. | | Labor distribution |
| Facilities Management | Response Time | Response to Facilities Request. Response time is too long. Expectations are for same day service. | Too expensive and not quick enough. Facilities charges 4 hour minimum which is more expensive than outsourcing. | | Fidelity Corporate Real Estate | Labor distribution |
| Facilities Management | Room Scheduling | AA spends a lot of time looking for meeting space | time consuming | the university should have a system of open conference rooms that are open to all departments and are booked through the schedules office | | Process Redesign |
| Facilities Management | Room Scheduling | Across MIT, many different space are controlled and booked by different groups with different rules, booking systems, etc. (Added to this is the complexity of who manages AV, chairs/tables, trash, and all that, in these different places). | time, agravation, inefficient use of spaces | Develop one source for checking and booking spaces | | Process Redesign |

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| Facilities Management | Room Scheduling | Finding and scheduling meeting rooms. Lack of an integrated tool to look at calendars, find conference rooms and schedule meetings is frustrating and time consuming. | Attendees are contacted to identify potential meeting times, calls are made to administrators at various locations to find a room, the meeting is scheduled via Tech Time and an email is sent. By then, everyone's schedule has changed and the selected time no longer works so the process starts over | Have an integrated, highly functional tool that enables schedules to be checked easily, includes all MIT rooms and resources and allows anyone to schedule a room at any location | | Process Redesign |
| Facilities Management | Room Scheduling | Every MIT department needs meeting space at times, some more than others. Small administrative departments like ours do not have our own spaces in which to meet as a staff, with other staff, or to hold our programs. Finding such space is always a time-consuming, sometimes frustrating chore, partly because many of the most desirable conference spaces on campus are controlled by academic or high-level administrative departments. | Inefficient use of time. | Use a central online system for checking availability and reserving times in conference rooms. Centralizing the scheduling of all conference rooms through a single website and staff person would reduce time and frustration both for those who seek space and the many departmental staff who have to answer repeated phone calls about availability. | Course 6 has a very efficient web calendar for their various conference spaces:http://eecscal.mit.edu/Pages/RoomInfo.aspx. I believe other departments do as well. Perhaps it makes sense to incorporate centralized scheduling for conference rooms in CAC (see previous item), but I am not suggesting that we be forced to pay for meetings conducting Institute business! | Process Redesign |
| Facilities Management | Room Scheduling | Many student organizations hold meetings in classrooms and/or use booths in the student center or lobby 10 to promote an event. | | There should be a simple, online way of booking a classroom or booth. | | Process Redesign |
| Facilities Management | Room Scheduling | Too much time seeking rooms, checking availability, etc. | time sink | Computerized room scheduling.As a secondary measure it would allow for double-checking closer to the date of the event by either the faculty member or AA. People who now oversee this task might be deployed to other tasks. Also, it may resolve a problem with people securing rooms but not using them and then forgetting to cancel the request | CSAIL has a terrific computerized room scheduling program which I used for a number of months on a temporary assignment. | Process Redesign |
| Facilities Management | Safe Ride and Tech Shuttle | | Most students use Saferide to go out to restaurants and fraternities and sororities on Friday and Saturday nights. During the week, those living off campus use Saferide to commute to and from school. On Sundays, there is less traveling, and the few students that do make use of Saferide could use an alternative mode of transportation | Eliminate or limit Saferide and Tech Shuttle hours on Sunday. | | Process Modification |
| Facilities Management | Space Allocation | Difficult for departments to plan and allocate space and other shared aspects of research needs across the department | impede faculty research | provide departments with their proportional share of overhead or permit departments to charge an allocation fee like centers and labs | | Policy Review |

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| Financial Management | Account Reconciliation | Monthly account reconciliation is time consuming and harder to keep track of than necessary | Hard to keep track of paper, creates duplicate effort of work | Implent an online financial application that will allow the user to reconcile account transactions, this will allow the Financial Officer/Administrator to do audit directly in the system without the paper | Human Resources | Automation |
| Financial Management | Budget | General budgets in NIMBUS are based on historical allocations, not realistic expectation of expenses. Each DLC must develop its own budgeting methods. | Waste of time and resources as each DLC develops own proceses that cannot carry over if they switch departments. There is no training available to new employees to explain how DLC budgets really work. | Develop realistic budget tables that incorporate all department resources. Make training available to new AOs and FOs. | | Process Redesign |
| Financial Management | Budget | Currenlty in order to make budget changes/transfers between cost centers and drafts from internal orders to cost centers, DLC administrators need to fill out an Excel form and route it to their Budget Officer by email with an explanation of the change(s) needed. Some areas, I believe, just write an email and the Budget Officer figures out what the transfer should be based on the request. | This method is time consuming for areas (such as Dean's Offices) that do a larg amount of funds transfers between cost centers and from cost centers to internal orders. | There had been some discussion in the past of allowing DLC administrators to enter these transfers directly into the system used currently by the Budget Officers. If this were possible, it would aleviate the burden of making these entries by the Budget Officers as well as save time for DLC administration by not having to fill out the form and explain the transfer needed, in detail, in an email. If this is not possible, it seems that a lesser desireable method, yet more efficient than the current method, would be to design a web based request form that allows DLC administrators to enter the necessary information for budget changes with a full explanation, which would be routed directly to their budget officer. There could then be a reply to the requestor informing them of the document number and that it has been completed. Also a searchable database could be provided for looking this information up easily when needed. | | Process Redesign |

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| Financial Management | Budget | Budgets are submitted to the Budget Office by DLCs annually via the NIMBUS system. As part of the budget entry, DLCs are required to estimate and enter the research volume (expenditures) they will incur in the next fiscal year. This is, at best, very rough and can be an inaccurate estimate. While it is understood that the Institute needs this information, most DLCs only estimate the next year's research volume by the actual research volume expected in the current year or, perhaps, the prior fiscal year. While there are occasionally exceptions to estimating on prior year actuals, and some DLCs might account for those occasional new projects creating exceptions when budgeting research, some do not | The current method seems to be unnecesarily time consuming for DLC administration with little added accuracy. | It seems that time could be saved for the administrator if a method could be developed to electronically estimate the next year's research budget based on a formula using prior year actuals and then be entered for the DLC automatically in NIMBUS. These estimated budgets could then be left open if the DLC wants to adjust them in any way. | None known. Perhaps reviewing methods, if they exist, currntly used by other universities. | Process Redesign |
| Financial Management | Budget | Lack of visibility on budget detail and changes to the budget through the SAP system. | Some inefficiency and loss of budget visibility due to reliance on "shadow" systems/spreadsheets or researching NIMBUS entries to try and reconcile changes in budget during the year. | Create one system by integrating budgeting and reporting into SAP (eliminate NIMBUS). Or, at least when changes to line item budgets take place during the fiscal year, consider providing some capability to make note or document in an SAP field (if possible) the nature of the NIMBUS change (or the actual NIMBUS text and numbers associated with the change) | | Process Redesign |
| Financial Management | Budget | Budget process for academic departments is too complex | training is difficult, process is time consuming | simplify; provide departments with lump sums and more local authority | | Process Redesign |
| Financial Management | Communication | CAO web-site: FAQS section, educating staff on financial operations:basic information that crosses sub-depts in CAO is not really covered; what is covered becomes a long list of questions | wastes time to go through text and/or staff must call to get answers. Qs then get answer for 1 person each time. | categorize FAQs further; create a workflow flow charts to visually show intradepartmental operations eg payment process which includes RFP, Procard, PO or deliniate elements of a JV give examples of the reasoning text | cao | Communication |
| Financial Management | Communication | Human Resources & Finance - Policy Information. Not always easy to find policy information | costs time/ risk of errors | Policy look-up tool | | Communication |
| Financial Management | Communication | Paying Honoraria to International Visitors. I was never able to find any evidence online in the Accounting or Travel web pages that said that WB or B1 visas are really necessary to pay honorarium and/or travel expenses to guests from visa waiver countries. | I had to spend a lot of time getting the international guests to understand they had to get the WB or B1 visa, even though such a visa is not required for them to come here. | Can we find out if it is is really necessary to require guests from visa waiver countries to have the WB or B1 visa if we pay them honorarium or travel. | ??? | Communication |
| Financial Management | Communication | Difficulty finding information and Policies & Procedures | Time consuming | *A QUICK, condensed, user friendly Reference Guidebook with Procurement, Accounting & Travel information and Web site address's to detailed information and resources.* | Was done with SAP@MIT and SAP Payroll Go Live | Communication |

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| Financial Management | Communication | Major equipment, purchase over $5000 | Never sure who to send it to in procurement | Clear process to follow | | Communication |
| Financial Management | Forecasting | Forecasting: We currently use complex spreadsheets to budget and forecast the financial health of our PI's. There is no automation or data feeds, there are no standards or suggestions set by MIT, and each DLC on campus seems to have their own method. | Since nothing is automated there is a high risk of human error when entering numbers and budgeting staff or items. Also, it is difficult for a PI or an administrator from one lab to understand what processes or assumptions another lab used when collaborating with other DLCs | Efforts have been made, including by CSAIL, to come up with a more automated system that could be distributed across campus but nothing has been found or developed (and released to the campus) to date. Efforts should continue at some level to try to find a product that can help. | ISN is working on a home-grown application that solves some of the problems and IST is aware of this problem in general. | Process Redesign |
| Financial Management | Forecasting | No simple forecasting tool exists, nor rollup reports to evaluate the financial health of a DDLC's resources that incorporated eSDS data going forward. | Many homegrown or "manual" systems - usually involving spreadsheets - updated on a monthly or less often basis are used for forecasting and for finding "gaps" in personnel support. | Move forward with Josh Freedman's simple forecasting tool. | Inst. For Soldier Nanotechnologies, Josh Freedman has a good prototype that he uses. | Process Redesign |
| Financial Management | Forecasting | No adequate programs for financial projections, especially for complicated student financial aid | Projections are very time-consuming | | | Process Redesign |
| Financial Management | Gifts Tracking/Reporting | Gifts Tracking. Central transmits info via email messages | Unit must reenter data | Make data available via a portal | | System Modification |
| Financial Management | Gifts Tracking/Reporting | Gifts tracking, reporting donor acknowledgements. Manage the business of fundraising; reconciliation between pledges, gifts and SAP. Reports are canned with limited ability to export data. (Affects DSL Administration, Public Service Center, DAPER, Religious Life) | Copy/paste donor's mailing information from Advance gift system to Excel is time consuming and error prone. | Create a query that can be run to export donor information to excel | | System Modification |
| Financial Management | Paper-based processes | Make processes and forms associated with finances and proposals uniform across the Institute to the extent possible. | | | | Automation |
| Financial Management | Reporting | The institute financial reporting system makes it very difficult to see the departmental budget comprehensively, in an "income statement" view. There is also no system to track departmental obligations, so that we don't have a "balance sheet." | Takes my administrative officer a week to translate institute financial reports into a form that tracks "income" (GIB, endowment, other sources of funding for the departmental program) and expenses. A consequence is that we never have a clear view of our obligations and income. That makes planning with any precision nearly impossible. As a consequence, we risk either over-spending or under-spending; the former is fiscally irresponsible and unsustainable, the latter tends us toward conservatism. | Sponsor an effort to create the functionality --- or train the administrative officers to take advantage of SAP functionality that they clearly don't know exists --- we would be better managers of the coming fiscal storm. | | Process Redesign |
| Financial Management | Reporting (BrioQuery) | Most people do not have time to learn the program and are left with only canned reports. The data and the relationships among the data are not clear and it is next to impossible to get what you want in a report. It can take a huge amount of time to figure out how data in one report relates to SAP data. | The data is not usable by those who need it. | Increase training opportunities and simplify the data relationships. Allowing individual salaries tp show in SAP (to those with the right authorizations) would eliminate the need for most people to use Brio. | | Process Redesign |

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| Financial Management | Reporting (BrioQuery) | To utilize full functionality of BRIO Query demands a high degree of specialization to confidently and accurately extract data. Most queries extracted from Brio by DSL are exported to Excel for enhanced manipulation and data presentation. | | Create BRIO reports that are customized for the department | | Process Redesign |
| Financial Management | Reporting (BrioQuery) | Not very user friendly | Easy to make mistakes in constructing the inquiry | Look at other SQL (querying) applications that are more user friendly | Human Resources | Process Redesign |
| Financial Management | Reporting (BrioQuery) | Canned reports do not always provide the type of data needed for financial reporting. Brio is complicated and difficult to use, especially for financial reporting, unless very simple data is needed. | Work-arounds to abstract data from SAP are time-consuming and cause delays | Data gathering programs that are easier to use, especially for financial reporting | | Process Redesign |
| Financial Management | Reporting (BrioQuery) | Not user friendly. Although lots of data exists in the Data Warehouse, you have to be an expert at understanding the many, many fields, and which to query. For many people, even running canned-reports, if not done frequently, isn't easy. | Too many reports people don't use. Too much emphasis on using this as a tool for reporting. Too complicated. | Rely on an easier to use tool | | Process Redesign |
| Human Resources Management | Appointment Process | Draper Fellows appointments.There is a lot of misinformation and confusion among the various departments with a stake in appointing Draper Fellows, including the GSO, Payroll, IT and Sponsored Accounting in CAO. | Student appointments are done incorrectly resulting in incorrect payments to the student and incorrect charges to the stipend accounts. | All stakeholders need to meet and develop clear instructions for handling these particular fellowships. | | Process Redesign |
| Human Resources Management | Appointment Process | Academic Appointments. Still have to send in paper forms for these appointment types. And, data is entered manually by Payroll Service Center. | Time intensive; paper needs to be filed; these appointments have to be signed; Payroll Service Center re-keys the appointment. | Have these forms on line like other appointment forms; use electronic signature; automatically cc to those who need a copy | | Process Redesign |
| Human Resources Management | Appointment Process | Letters for Faculty Tenure and Promotion to Full Professor. HRIS prints these letters for the President's Office. The President's Office produces a pdf file from their database and emails it to HRIS. HRIS re-types the information and produces letters on President's letterhead using a mail merge. HRIS hand-delivers letters to Pres. Office. If President is away, HRIS must re-create letters with different date, reprint, and hand deliver again. | Effort is wasted and the process takes longer than necessary. The hand-offs and re-typing create the risk of inaccuracies. Lack of coordination with the President's schedule leads to delays. HRIS adds no value to the process. | Enhance the Filemaker database used by the President's Office so that properly formatted letters can be printed directly from the database in the President's Office. This would take little more time than producing the pdf does currently, and the date would be appropriate. | Human Resources | Process Redesign |
| Human Resources Management | Appointment Process | Lack of communication and support, unclear process steps, difficult to: process leaves (such as FMLA); hire staff, | Difficult to: process leaves (such as FMLA); | Better communication, quicker response to questions | | Communication |
| Human Resources Management | Appointment Process | currently web to paper, paper to sap, sap to email, sap to paper | cumbersome, difficult to understand as it relates to how departments actually review and track appointments | | | Process Redesign |
| Human Resources Management | Appointment Process | Faculty Summer Session Appointments - Manual Process | Data entry error with salaries | Automate the process so that salary information is automatically populated for faculty via name or ID | | Process Redesign |
| Human Resources Management | Appointment Process | Academic Appointment Process. Data is keyed in by dept. & re-keyed in by HR-Payroll Service Center | Data entry errors; missing/delayed appointments | Automate the process | | Process Redesign |

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| Human Resources Management | Appointment Process | International students/scholars invitations. Many letters/forms required to invite person to do work at MIT | Takes time, inefficient | Submit letters through a website that ISO and Deans and the people submitting the paperwork can access to make sure paperwork is all submitted for visas, similar to a checklist for grants | not known | Process Redesign |
| Human Resources Management | Appointment Process | Visitor appointments. Need to obtain signatures on hard copy | time consuming | electronic approval | | Process Redesign |
| Human Resources Management | Appointment Process | Postdoctoral Fellow Appointments. Applies to researchers who receive funding in the form of a fellowship or stipend from an outside agency. These appointments are prestigious appointments that bring funds into the Institute. The processing of PD Fellow appointments for pay and benefits is extremely complex, time-consuming and error-prone.Benefits eligibility for Postdoctoral Fellow is both unique and complex. Unlike Institute employees, Fellows are only eligible (in certain circumstances) for medical, dental and vision benefits. A PD Fellow new to the Institute is eligible for dental and vision (if appointment is for 9 months or longer) and is eligible for the MIT Affiliate Health plan. A Postdoctoral Associate with a new PD Fellow appointment is eligible to continue employee medical benefits and is eligible for dental and vision. The process for enrollment in Benefits is confusing and time consuming for the Department, HR Benefits, Payroll, and most importantly for the Fellow who has received this appointment. | (a) When there are retroactive changes from an Associate to a Fellow, the individual often loses benefits coverage (including medical) for themselves and their families. These situations are difficult to resolve, involving the participation of the department, Benefits Office and the Service Center. The time it takes to resolve these problems can be significant. (b) Fellows may be from other countries where health coverage is more straightforward. A fellow at MIT is eligible for three different types of medical coverage: (1) employee coverage (2) MIT Affiliate coverage (3) Cobra coverage. Fellows are generally extremely confused when these options are explained to them. (c) Fellow cannot use Employee Self-Service to enroll in their benefits. (d) Because the Fellow or the Department pays the full cost of the benefit, they must be set up for billing by the Benefits Accounting office. This is a manual, time-consuming and error prone process. | HR Benefits and the Service Center should work with departments to determine how the process can be streamlined to eliminate or reduce retroactive changes in appointments that impact benefits eligibility. Develop communication to Assistant Deans, departmental administrators and sponsors on all aspects pay and benefits processing for Postdoctoral Fellows. | Human Resources | Process Redesign |
| Human Resources Management | Appointment Process | Crosby FSA. Hard to get faxes through on benefits | | Set up VOIP faxing capabilities | Human Resources | Automation |
| Human Resources Management | Appointment Process | Different documentation requirements for FMLA and Sick Leave | Doctor note for MIT sick leave, other practitioners for others (law requires the latter); no tracking of sick leave for admin staff, under reporting of FMLA for admin staff leave | Set up tracker for entering sick leave of admin staff | Human Resources | Process Redesign |
| Human Resources Management | Appointment Process | Offer/confirm form. If you miss a required field, you get an error message and all the information you typed in gets wiped out. | I end up having to type in all the information again. | Make the form smarter. Come back with an error message pointing me to the field where I need to supply the information, but keep all the information that I put into the other fields. | | Process Redesign |

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| Human Resources Management | Appointment Process | Unemployment. Completing DUA forms is time consuming and requires more than one person's input | It takes one person time to walk to the post office, and then enter the details on to the system, email the HRO, mail the documents to payroll, wait for them to be returned, complete all the details on the form, fax the form to Jon-Jay and then return the form to the DUA office | Set up DUA online reporting and centralize data needed | Human Resources | Process Redesign |
| Human Resources Management | Appointment Process | The majority of appointments (new/changes/terminations, etc) are keyed into on-line forms, sometimes are routed via hard-copy and sometimes submitted electronically, but the majority are re-keyed by the Payroll Service Centers | Errors in re-keying, delay in processing time | Make data entry process flow directly to SAP | | Process Redesign |
| Human Resources Management | Communication | Information about the status of your retirements benefits is extremely limited and hard to find. | Employees cannot get a true picture of their ability to retire, so they stay put. | Put all information online so it's easily accessible: amount of gross retirement/pension payments, 401(k), deductions for health insurance | | Communication |
| Human Resources Management | Communication | Human Resources & Finance - Policy Information. Not always easy to find policy information | costs time/ risk of errors | Policy look-up tool | | Communication |
| Human Resources Management | Communication | If assistance is needed, we are no longer able to contact a person in central administration for assistance; previously, contacts' names were listed for each area of central administration; | causes delays in completing routine tasks; e-mail messages are not always responded to in a timely manner, or are completely ignored; issues cannot be resolved quickly; there is no "ownership" of processes by central administration, as there had been in the past | Create liaisons for each department in CAO, Travel, Procurement, who can be contacted directly by telephone to resolve issues that arise | the Budget Office provides a Budget Officer for each department who assists with questions and budget issues | Communication |
| Human Resources Management | Data Integrity | Data Discrepancy of salary information. Compensation runs salary information from the HR tables and it is straight salary. Budget runs their numbers including other cost factors, such as overtime and EB rate. There is also a distinction made in budget of GIB v. other funding sources. It would be great to run our numbers similarly to generate reports used by both HR and VPF | In addition, Compensation uses payroll categories found in SAP and the Budget Office uses other groupings. It should be apples to apples. | Compensation and budget should have the access to the same data to ensure consistency. | Human Resources | System Modification |
| Human Resources Management | Data Integrity | Effective date of data. All data that is represented in reports and charts should always have a stamp with effective date of data, source of data and run dates for data. | | All data reports and charts should be dated with the run date for the data and the source. | Human Resources | System Modification |
| Human Resources Management | Data Integrity | Headcount. There is a variation of ways that employees are counted, data is retrieved from multiple sources, each area represents the numbers differently and then it appears inconsistent. | For example, in Compensation we use the TOPRY query results run the first of every month, other areas use the UR Tables which are a snapshot in time and I believe these are the facts that get published in the MIT Facts booklet. | Create a consistent method of retrieving data and representing it. | Human Resources | System Modification |
| Human Resources Management | Data Integrity | Poisition Management. Inconsistent methods to track existing positions cause problems in requesting new positions, promotions, reporting and forecasting | | A database solution that is fed/feeds from the DATA warehouse. | EVP Administrative areas pilot/implemented? Such a system | System Modification |
| Human Resources Management | Faculty Mtg. Voting | Faculty meeting time could be saved by voting electronically. The hand counting of votes for the GIR change must have taken at least 20 min times 210 faculty equals 70 hours of faculty time. | | | | Automation |

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| Human Resources Management | Faculty Review and Promotion | Elaborate process for promotion to Associate w/o Tenure | uses a lot of faculty time | Substitute a scaled back review for the current AWOT promotion process | | Policy Review |
| Human Resources Management | Faculty Review and Promotion | lack of a central location for all things faculty related, i.e: making appointments, tracking promotion processes and years of service | time sink | | | Process Redesign |
| Human Resources Management | Faculty Search Process | Lack of a centralized (MIT-wide) electronic application process | Save time at the department level | | | Process Redesign |
| Human Resources Management | Faculty Search Process | Each department designs its own software/forms, etc. for managing these processes | wastes time with unnecessary duplication of effort | provide powerful, easy to use IT solutions with central support (TechTime cited as a model as well as Stellar for course administration); model these processes using a powerful language such as OPM, UML or SysML and distill the key functional requirements and process flow steps to streamliine what we are doing; also need to offer options for customization of these web services | EECS has developed software for several of these processes but allegedly, central offices refuse to make them the MIT standard because of the language they were written in | Process Redesign |
| Human Resources Management | Labor Distribution | Combine similar administrative processes across different departments | | | | Labor distribution |
| Human Resources Management | Labor Distribution | Job sharing /part-time for retirees | | This option might make retirement more appealing to people who would like to stay part-time because they feel like they can't afford to retire completely. | | Labor distribution |
| Human Resources Management | Labor Distribution | Appropriate staffing levels in DLC's HQ's operations. Appropriate staffing of headquarters operations. Each department designs its own. | unnecessary duplication of effort; failure to share best practices | provide departments with guidelines on staffing levels | | Labor distribution |
| Human Resources Management | Labor Distribution | My impression (and it is only that) is that EAPS is down to a bare-bones administrative staff who work very hard at their jobs; I am not sure how much more can be done. But it is hard to judge without any comparison data…how do we look relative to, e.g., physics? | | | | Labor distribution |
| Human Resources Management | Labor Distribution | I have been under the impression for some time that the MIT administrative staff is bloated. A few years ago, I counted 27 vice presidents. Not sure how many of these are faculty volunteers versus professional staff. Again, it would be nice to see some data. | | | | Labor distribution |
| Human Resources Management | Labor Distribution | Prior to coming to MIT, I worked for Boston College for several years and they closed at 3 pm on the Friday before Memorial Day & Labor Day. I always viewed this as a benefit and not as a cost savings measure which it was as well. It was terrific to get a jump start on the weekend, possibly beat the traffic to the Cape or Maine. Possibly, if it is a financial hardship for some people they could use their accrued vacation time. | morale | 1. Closing the Institute on Fridays at 3:00 p.m. between Memorial Day and Labor Day. | none | Labor distribution |

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| Human Resources Management | Labor Distribution | Many systems have evolved from simple systems to more complicated, complex ones. Most processes have become more complex over time; e.g., filling out a requisition was a very fast process; the development of ECAT made that process more complicated,and ECAT3 made ECAT even more complex | These more complex processes require more time to complete, so people avoid those systems; one example is use the MIT credit card which only requires a telephone call, rather tban use of the procurement systems that were developed (ecat3, sapweb) ; this shifts their workload to the credit card verifier | simplify processes | | Process Modification |
| Human Resources Management | Performance Management | | | Could there be a central mechanism for checking special reviews? | | Policy Review |
| Human Resources Management | Performance Management | Requiring staff to review job changes within IS&T with their current managers.It is uniquely an IS&T requirement that staff seeking to change jobs within the department are required to consult with their managers. Managers in theory would be provided an opportunity to discuss any concerns about the present job, and potentially to remediate difficulties | -Staff are intimidated about applying for jobs within IS&T. Some talented people would rather leave MIT than approach their managers. This creates an an opportunity for employee (and hiring manager) intimidation. | Eliminate this requirement immediately | Any other unit within MIT | Process Modification |
| Human Resources Management | Performance Management | Performance Management. MIT doesn't have a unified or streamlined process | Inequity and labor intensive | Select 1 format and hold managers/directors accountable if their group does not follow | | Choice vs. Standardization |
| Human Resources Management | Policy | Off-cycle wage adjustments. Obtaining an exception to the off-cycle adjustment policy is difficult | Because there is little flexibility the process to obtain approval for a request can cost much more than the request itself. | Use common sense. Trust directors to make exceptions when it makes sense. | | Policy Review |
| Human Resources Management | Policy | Vacation balance limit is low | hard to hang on to vacation when working under time pressure (capital projects, for example) | increase number of vacation days that can be carried | | Policy Review |
| Human Resources Management | Policy | Severance pay for SRS staff with poor performance. If a PI lets go of a researcher due to poor performance, etc but offers a “severance” package to assuage the researcher, this money must then come from either the DH or the PI to pay for the severance time where he/she is not performing research but must get paid | Impact to the DH and/or PI can be severe and the decision to quickly let someone go is for the benefit of the Institute. | Develop an Institute funding pool for those employees who are let go under less-than-ideal circumstances. | | Policy Review |
| Human Resources Management | Recruitment | Lack of sufficient candidate screening by HR | Difficult to hire staff. Lack of sufficient candidate screening by HR | Better communication, quicker response to questions | | Process Redesign |
| Human Resources Management | Recruitment | Approval Process for new hires. I feel that there is a flaw in our hiring process which results in MIT losing excellent candidates because it takes us too long to complete the hiring process. The approval to hire within a certain guideline or salary range should occur before we start interviewing and not occur after we have identified a good candidate. | We risk to losing good candidates when the approval process occurs after we have narrowed down our list of candidates and identified a candidate. We had two excellent candidates accept positions with other companies because our hiring process took too long. | The process should be changed to identify the approved position and salary range before you are allowed to find new hires and should the hiring manager need to go beyond the salary range approved then the hiring manager would need to go back and get approval for that change | ? | Process Redesign |

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| Human Resources Management | Recruitment | There is no way to share resumes between departments for semi-finalists | | Recently I received resumes from you for our Fiscal Office position. I think that sharing resumes of qualified applicants for other openings that we are aware of is a great way of tapping into the top talents that apply for positions in various areas. It would also be great to have maybe a database of finalists that we can refer to when needed. (I feel like the finalists usually gets forgotten, but for the most part they are very qualified and could be a good talent pool) | | Process Redesign |
| Human Resources Management | Recruitment | Recruiting New Employees. In the current process, the hiring manager is required to screen all applicant resumes for the position. Once the hiring manager has found a resume for an interesting candidate, the manager would contact the HR recruiter to contact the candidate. Then, when the interview is scheduled, the hiring manager is required to update everyone's calendar and book a conference room to conduct the interviews. | There are 2 problems with this. The first is that the hiring manager shouldn't be required to screen all incoming resumes. It's overwhelming for the hiring manager to review all the resumes while still meeting the commitments of the day-to-day job. Also, there is a very good chance that qualified candidates are ignored since the hiring manager may be involved in critical meetings or deadlines and not have the time to review the resumes coming in. The second is that there is no reason why the hiring manager should have to schedule Tech time meetings and conference rooms for the interviews. | To address the first problem, the hiring manager and HR recruiter should meet when the job is posted and discuss the criteria for the position. With that information, the HR recruiter should be able to do an initial screen of the resumes and recommend candidates for interviews. To address the second problem, the HR recruiter should be responsible for scheduling everything involved with the interview, including tech time updates and conference room scheduling. Since the HR recruiter is the main contact for the candidate, it makes more sense for that work to be centralized to one person. | | Process Redesign |
| Human Resources Management | Training/Orientation | There are not enough training opportunities for staff. | AOs in the DLCs become overloaded because there are not opportunities for their staff members to learn new skills and systems. The AOs must complete the work on their own, or take large chunks of time to traing individual staff members. | AACII presented suggested improvements to the Provost and EVP on this topic in 2008. AACII should have a copy of the recommendations. | | Training/Orientation |
| Human Resources Management | Training/Orientation | Professional Development Opportunities | Ineffectual marketing of HR Professional Development opportunities causes missed opportunities for training | Opt - in/out notifications; personal development coach | | Communication |
| Human Resources Management | Training/Orientation | Visiting Professors. Process for hiring and getting visiting professors on board is ambiguous. Setting them up with office space, keyes, ID #'s, email, etc. is not a documented procedure. The sequence of events in getting them set up with Stellar sites, library materials, etc. is also not documented. | Admin is left to try to figure out what the process is every term, and is left out of the loop as far as where in the process the new person is. | Manual could be written with timelines, clear ly designating responsibilities. | | Training/Orientation |

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| Human Resources Management | Training/Orientation | There is a lack of orientation for new employees about how administrative process work and the resources available to help them do their job as efficently as possible. Although there are different programs there is no coordinated way to make sure that this information gets to the right people. In addition there is no information clearing house for current employees about all of the admistrative processees | Employees are placed in their jobs with out any guidance about the resources available to help them be successful. Many times this situation leads to frustration and friction between DLC's and central administrative units. | Many people feel that theBusiness Liason Team (BLT) modell used in the past was the ideal organiztion for this task. | | Training/Orientation |
| Human Resources Management | Training/Orientation | Proper training plans and supporting documentation do not exist for many central office functions (IS&T, VPF, DOF). | Time lost looking for knowledge repositories (human or other); time lost because of un-trained or under-trained users struggling while trying to perform their job functions; time lost by senior level employees executing "just in time, at the desk" training of subordinates or juniors; time lost by support personnel researching the same issues over and over | Formalize materials required for training purposes; assign people to complete documentation; central respository for training documentation; periodic review of same in light of role changes. | Unknown | Training/Orientation |
| Human Resources Management | Training/Orientation | | | Might it be possible that some senior and experienced folks have already done up "how to" guides of their own that they might be willing to share with the broader community? Could we survey for this and post the info somewhere easy to access? | | Training/Orientation |
| Human Resources Management | Training/Orientation | staff: required training; message boards; Jr. Faculty and postdoc training | | | | Training/Orientation |
| Human Resources Management | Training/Orientation | | | highly beneficial to all and should always be implemented/required | | Training/Orientation |
| Human Resources Management | Vacation Reporting | Admin staff process is largely based on the honor system, vacation tracker is useful. In my experience SRS staff are more lax in reporting. As such, it is difficult to do accurate projections. | I am sure most staff are quite diligent in keeping track of their acation balances but I can imagine that there can also be may some "unintentional forgetfulness" when the final reporting of days to be paid is done. | Require written submission and certification of the vacation, perhaps especially since with budget cuts we'll be laying people off | | Process Redesign |
| Human Resources Management | Vacation Reporting | Manual Process for Admin. Staff | Data accuracy at termination therefore potential for significant financial obligation | Provide one campus-wide system for vacation reporting | SRS Vacation Tracker? (Being piloted now) | Process Redesign |
| Human Resources Management | Vacation Reporting | Need an easier tool to track vacation balances for service staff | Employees ask for information from time approver and it is difficult to be of accictance | Standard report, available to time approvers | | Process Redesign |
| Human Resources Management | Vacation Reporting | Not tracked centrally, need to do calculations by hand | | Track unused vacation time and use a tool to calculate payouts | Human Resources | Process Redesign |
| Human Resources Management | Vacation Reporting | Lack of consistent system for vacation tracking of administrative staff | Vacation is tracked manually, posted in project database, posted again by HR to monitor available balance, then posted in CATS time application for SAP labor distribution | need centralized system tool to track vacation for administrative staff, preferably with a time billing element | | Process Redesign |
| Human Resources Management | Vacation Reporting | Understand that there is a fix, but not clear how it has been working in practice. | Huge amounts hits general account when individual leaves MIT if reporting not up-to-date | | | Process Redesign |

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| Human Resources Management | Vacation Reporting | Another administrative process that is exceedingly inefficient right now is the vacation tracking system for Sponsored Research Staff. However, I understand that the new online system for vacation tracking will be rolled out institute-wide fairly soon - I'm hoping that will be a time saver. | | | | Process Redesign |
| Human Resources Management | Vacation Reporting | Using BrioQuery is not a user-friendly option | Takes too much time | | | Process Redesign |
| Human Resources Management | Vacation Reporting | Duplication in collecting the data and unnecessary effort in retrieving a vacation balance | | new site already online but not institute wide yet or not publicized | | Process Redesign |
| Information Technology | Administrative Applications/Platforms | Lack of integration between SAP and PICS project database | difficult to keep track of project costs with two systems each providing part of the picture | Feed? Improved database tool? | | Data Integrity |
| Information Technology | Administrative Applications/Platforms | find ways to consolidate and streamline electronic tools used on campus (buy/pay; student systems) | competing interests divide support resources, minimize institution's influence with vendors, confuse communication, increase duplicative work. | inform user groups of best available options to reduce instances of departments starting from scratch with new systems/tools | | Choice vs. Standardization |
| Information Technology | Administrative Applications/Platforms | Call Tracking / Case Management / Knowledge Management / Documentation. Groups which provide community service use inconsistent non-integrated processes and tools. | Services provided in a less efficient and effective manner. | More common, integrated processes and tools. | | Choice vs. Standardization |
| Information Technology | Administrative Applications/Platforms | One-size-fits-all desktop and notebook computers | Units may have much more capacity than users need | Investigate possibility of simpler hardware/software combinations to meet basic needs, reduce support needs and possibly save money | | Choice vs. Standardization |
| Information Technology | Administrative Applications/Platforms | communication tools -- RT? | Need an easier way to keep others informed on complex event planning and staging (such as commencement, but many other examples) | | | Communication |
| Information Technology | Administrative Applications/Platforms | Administrators must know how to use too many different software packages to do their jobs e.g. SAPGui, NIMBUS, COEUS, BrioQuery, Roles Database, MITSIS, HR paper forms, HR web-based forms | Learning curve for new employees, loss of efficiency, cost of training, etc. | Reduce the number of different software packages that are required to perform administrative tasks | | Choice vs. Standardization |
| Information Technology | Administrative Applications/Platforms | Administrators need to know too many different kinds of software, e.g., SAP, COEUS, BrioQuery, NIMBUS, Roles Databse, HR-forms, etc. | training and maintaining familiarity with multiple software packages are difficult | Use Google calendar instead of Techtime, stop the spread of COEUS to cases where it is not required by the sponsor and if possible, use a more flexible system | | Choice vs. Standardization |

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| Information Technology | Administrative Applications/Platforms | Multiple platforms for administrative applications. It has always been a point of pride for MIT departments to be able to choose the computers and software they prefer. Administrative business applications, therefore, have had to support both Mac and PC platforms. This has a very, very high cost to the Institute. | Some administrative applications (data warehouse) do not work well on a mac. The reality is that the mac has a very tiny market share compared to PCs, and software vendors either may not offer a mac version of their product, or if they do, it is not fully functional or reliable. Having to support more than one platform costs IS&T in software licenses, development, testing, training -- it would be interesting to ask IS&T how much money and staff time would be saved if they only had to create business applications for a PC http://apple20.blogs.fortune.cnn.com/2008/04/01/analyst-apples-us-consumer-market-share-now-21-percent/ | Consider standardizing on a single PC platform for business applications (SAPweb, SAPweb Self Service) and providing departments with PCs for admin use. This is a broad issue across MIT that goes beyond business applications from IS&T. It connects to the workload of the IS&T computing help desk and all the departmental desktop support staff. We pay a big cost across the board for the multiplicity of our computers - and perhaps an effort to standardize routine office applications would lower our costs. I am not suggesting limitation on computers used for research or instruction -- just PCs used by people | IS&T would be a key player in developing proposals and options | Choice vs. Standardization |
| Information Technology | Administrative Applications/Platforms | Outlook, webmail, palm pilot. Outlook can delete meetings, duplicates in synching, webmail doesn't remember email addresses and no built in way to look up email addresses | Duplicate meetings on calendars create confusion; no addresses in webmail mean extra time is needed to enter email addresses | Use suitable synching tool to avoid the duplications; enable outlook address books to be uploaded to webmail. | Human Resources | Choice vs. Standardization |
| Information Technology | Administrative Applications/Platforms | The daptiv tool is used in IS&T for resource planning and time tracking. To facilitate this, all projects must be set up in daptiv and tasks set up with dates that indicate the launch of the project. The accuracy of these dates is critical since the information is shared with Senior Management. Within the task creation/update function, daptiv has some calculation of dates based on holidays and weekends. However, it is random and is not consistent between tasks. For example, if there is a task that is scheduled to end on 12/1 and I enter that date, daptiv will probably change the date to be 12/9 because of holidays. There is no way to cleanly correct this aside from guessing what date should be put in. For example, it may work to put in 11/25 and have daptiv set the task date to 12/1. To make it even more cumbersome, the daptiv processing isn't consistent even within that criteria. I have had many instances where I got a date to work correctly for one task only to go to the next task, do the exact same thing and have daptiv calculate a different date. | With this situation, it is not unusual for me to have to "play" with each task date 2-5 times to get it correct. This is a cumbersome process that should be very straight forward and takes more time than needed to accurately show the task dates. | Daptiv should be modified to make it easier to enter these dates. If that can't be done, we should assess the use of this tool. | | System Modification |
| Information Technology | Administrative Applications/Platforms | Core facilities billing systems - we're all creating and running our own systems. | | Pooling together and creating one system that actually links into MIT's financials so that accounts are verified before services are used. | | Choice vs. Standardization |

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| Information Technology | Administrative Applications/Platforms | Open Resource | | Push to open source: I don't know too much about our software acquisition/licensing processes, but this is a place where probably a few $100K here and there are funneled into products that are in fact equivalent or even inferior to their free brethren. The problem here would be cultural: getting people to migrate | | Choice vs. Standardization |
| Information Technology | Administrative Applications/Platforms | Our culture values choice but there are expensive ramifications of trying to be everything to all people. | | Operating systems, hardware, phones, browsers, | | Choice vs. Standardization |
| Information Technology | Administrative Applications/Platforms | VOIP Phone software is annoying | too many steps needed to accomplish simple tasks such as retrieving messages | | | Choice vs. Standardization |
| Information Technology | Athena Printing | Many students print thousands (literally) of papers from Athena computers (or their own in-dorm laptops) every month – psets, pset solutions, exams, exam solutions, lecture notes, reading materials, internet websites, etc. MIT should think of ways to control the excessive and oftentimes reckless printing. | Athena clusters also serve as a free paper shop to the many dorms, fraternities, sororities, and other living groups at MIT. This leads to very reckless and inefficient use of paper. | MIT should think of ways to control the excessive and oftentimes reckless printing. Furthermore, perhaps some Athena clusters could be closed on some days, as to limit the printers and computer in use | | Stop Printing |
| Information Technology | Calendering | each office has their own calendar but is not entered in a way to be combined. Events would come from or include: registrars office, cao, hr, awards deadlines, fellowship deadlines. | duplication of effort >> each department (and probably dept sections) creates a calendar or list of important dates from many of these sources | could use the custom calander portion to the MIT events calendar so that offices could put together a list of deadlines and dates that could go on one general calendar. | ACTII or cao, hr, registrar's office | Choice vs. Standardization |
| Information Technology | Calendering | Need a consolidated, consistent calendaring application to be used Institute-wide | Time consuming process of setting up meetings | Mandate(?) Tech Time or Outlook Calendar Application | | Choice vs. Standardization |
| Information Technology | Calendering | Need a consolidated, consistent calendaring application to be used Institute-wide | Time consuming process of setting up meetings | Mandate(?) Tech Time or Outlook Calendar Application | | Choice vs. Standardization |

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| Information Technology | Calendering | Lack of a calendaring mechanism used by all makes scheduling meetings unnecessarily time consuming for support staff who set up meetings for their managers and individuals who set up their own meetings. | Techtime calendaring has been a great advantage for people who use it - but inevitably quite a few don't - leading to emails that I dread "please send me all your available times this week" -- often a chain of emails follows with people replying all...then a second request for available times the following week ---and you get the idea | I think we would go a long way just making it more "mandatory" for employees whose positions require them to attend meetings (ie, perhaps not groundskeepers) to use the available resource of Techtime and (somehow) create a norm that people update their calendars. You get an MIT ID number and a kerberos ID when you are hired - why not get setup for your calendar as well at the same time? Who has not scheduled a meeting with someone to find that their techtime calendar is completely blank and not reliable. The specific calendar tool is less important than having people use it. There is a need for a calendar that interfaces well with PDA's - ie, some people have PDAs with another calendar program - ie, they can't sync with techtime. Privacy concerns would have to be addressed, especially for senior officials who may not want to limiit any visibility to their calendars to a select few. however, I think these issues can be worked out. I'm not sure how much money this would save MIT, but it could save a lot of time for staff, especially support staff. | | Choice vs. Standardization |
| Information Technology | Data Warehouse | DataWareHoue. Streamlining processes such as the data warehouse | | | | System Modification |
| Information Technology | OCW | A lot of students do not understand why OCW is so expensive. Why does it cost tens of thousands of dollars to make an OCW page for a course? Is this necessary? It seems unnecessary that MIT should be spending so much money to maintain OCW. | High schools and universities around the world can freely access OCW. If it is costing MIT so much money, it is unfair that other schools should be able to access OCW and profit off of it at no cost. | Many students would gladly donate notes, psets, and practice problems to an online course help website (as evidenced by students' public webpages, on which they post materials from all of their courses). Students and teachers/professors at other schools/universities should pay a subscription free for unlimited access to OCW | | System Modification |
| Information Technology | Support | Duplicated effort | process owners with same or similar roles in both departments and central offices can cause confusion and probably costs too much | clearly define responsibilites (central and DLC) and eliminate duplicated effort | | Labor distribution |

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| Information Technology | Support | Lack of support to improve SAP PM | Increased staff time and procurement costs due to long wait for implementation of business process changes | consistent support for logistics projects such as expanded inventory consolidation processes (like air filters) | | Labor distribution |
| Information Technology | Support | Lack of system support for SAP process improvement | more difficult to provide best service | Labor distribution entry that can be approved through workflow, tracked in system, easily reported upon, messages shared with other trades as needed | | Labor distribution |
| Information Technology | Video/Cable Broadcast Services | In order to arrage a video or cable broadcast, four separate units at MIT must be individually contacted and requisitioned AV, AMPS/Streaming, AMPS/Video Production, MIT Cable, | Too much time spent on arranging services, chance of errors. Clients who are not familiar with the process go in circles trying to make arrangements and can miss steps. Associated departments spend much of their time explaining to clients how the systems works | Having one central contact, or a streamlined system would reduce time spent on arranging the service and reduce the chances of errors. | | Choice vs. Standardization |
| Information Technology | Web Design | Many individual departments designing, building and maintains their own web site. | Each departments is paying for the same thing twice with each area experiencing a steep learning curve on all phases of process. Problem is compounded by departments pursuing the use of outside contractors or vendors. | If IS&T could provide and maintain a web package that all admin units utilize it would decrease the time and dollars spent at the local level. Could use a community (content) management system that would allow the sites to be updated by lay people, instead of contractors or vendors | | Choice vs. Standardization |
| Other | Communication | Because we need to ensure everyone is heard and agrees with proposals, we have large meetings on even non-controversial topics. | This uses time inefficiently and takes people from other tasks resulting in increasing the costs of those tasks. Difficulty in finding available meeting rooms and traveling across campus adds to the costs. | For non-controversial issues, don't solicit input. If input is needed use email, conference calls, WebEx (or similar product), video conferencing or other technology; only invite those who are needed to provide information and make decisions, publish notes to anyone who needs to be informed but isn't needed for a decision | | Communication |
| Other | Communication | lack of resources to locate general information | | need to implement WIKI | | Communication |
| Other | Communication | There is no contact information listed for the "go-to" person in each department. | Time sink | MIT-wide, I think it would be great if each administrative services group had a "go to" person listed prominently on their website or in some type of compiled MIT contact list. Many times I have searched department directories trying to figure out who I should contact about a specific issue and gone through the roster until I hit the correct person. Sometimes this takes many calls (and sometimes repeated calls to get a response from a single individual only to find out they are not the one). | | Communication |

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| Other | Cultural Change | It's never enough to have good organizational tools--you need your organization to buy into them. | It's dawning on me that the primary obstacle to most process streamlining/cleaning here would be cultural. Even if we did have very nice central data stores or codified standards of practice, whatever, it wouldn't be enough. People would have to be aware of them and familiar enough with them that the first place they think to look is indeed where the answer is. | | | Choice vs. Standardization |
| Other | Fee to external advertisers | MIT might be able to make money by advertising. Representatives from Test prep courses, such as Kaplan and the Princeton Review, are often seen postering in the Infinite. For example, the Senior Class Council typically organizes the Fall Career Fair. They make around $200,000 by allowing company representatives to advertise and to try to attract students. The Senior Class is then allowed to use this money for class events throughout the year. Maybe there are more events like this that MIT could use to profit. | | MIT should think about charging such advertisements, and maybe MIT could even make money by having a session for various representatives to come to MIT and promote their programs. | | Other |
| Other | General Admin Processes | I think most things are acceptable, some could be improved, but I am relatively new as a faculty member so I don't know what to expect. Mostly I have just adapted to what exists. | | | | Other |
| Other | Gym Membership | In order to become a gym member you need to fill out a paper form in the zcenter. Also, if your membership expires you need to do the same thing again. It can't just be reactivated. | Uses of a lot of paper. Potential for error. I've had problems due to data being entered incorrectly. Time consuming for both the person signing up and the person who works there | Sign up should be available online. | Parking and Transportation office allows you to sign up for T-passes and parking online | Automation |
| Other | Master project planning | Definition and consistent application of a single project management methodology to enable orginzational project planning does not exist. | Many plans, estimates, and detailed schedules exist, none can be combined into a master plan. | Create and enforce one project management methodology; create review roles and procedures; offer assitance to persons who have been assigned project lead / manager roles. | Unkown | Choice vs. Standardization |
| Other | Paper-based processes | outdated forms, too many persons involved in processes | time sink, errors in transferring info | Make everything electronic and networked so that its streamlined to one person; update forms that were not originally available electronically so there's one copy of everything | | Automation |
| Other | Permissions for use of images | In order to use images of students, or to use images students have taken, we have to get permission from them and signatures. | It takes a lot of time to track the student down and get a signature. | Could we have some kind of electrronic submission forms? | | Automation |
| Other | Project Governance | Varied models and maturity levels of project governance across the Institute. Individual departments may have a portfolio view of the work in their area, but there doesn't appear to be a comprehensive view of the Institute's work. | This results in redundant work, misaligned priorities, and non-optimal utilization of resources. | Standardize processes to request work, prioritize work, and report status of work at the Institute level | ASPCC model | Choice vs. Standardization |

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| Other | TLO processes | TLO/OSP reviews of non-disclosure and materials transfer agreements. Multiple inquiries usually required and the answers change | confusion, inefficient use of faculty and others' time | Create one web site to which faculty can submit inquiry and related documents; clarify roles | | Communication |
| Other | TLO processes | Review of Contracts: Delay in getting contracts approved through TLO | PIs wait months to get account set up or research work started because no contract is in place | To the degree possible review contracts before during the proposal submission time and outline potential problesm | | Process Modification |
| Payroll Management | Reporting (BrioQuery) | SANDIs and DINDIs in Brio are not accurate and do not contain the necessary data that was available in the historical reports | DLC staff waste large amounts of time trying to reconcile data across systems. | Add actual salary paid under modified annual plan to Brio reports. Allow SAP to list individual salaries. | | Data Integrity |
| Payroll Management | Salary Certification | PIs are asked to sign off on DACCAS that are unclear (see attached pdf) | This takes time and leads to frustration. It may also lead to payment errors and other problems that waste more time. | Clarify/summarize salary distribution. Remove redundant line items. Simplify the system. | | Process Modification |
| Payroll Management | Salary Certification | DACCAs must be approved one at a time through a very slow server and through key strokes that are mind numbing | | | | System Modification |
| Payroll Management | Salary Certification | Right now there is quite a lot of manual labor involved. DLC's receive a package of DACCA's once a month. Then they must sort through the stacks to divide them by PI as they come sorted by account number. Many DLC's then need to run them through a printer or print out a separate instruction sheet indicating where and when they signed sheets should be returned. Then print out labels, stuff a whole bunch of envelopes, and mail them out. Since they contain confidential information this is usually done by a higher level administrator. After some period of time, if DACCA's have not been certified, the DLC admin has to generate them again. This means either emailing the VPF to reprint and resend those sheets, printing each DACCA one at time from the certification web page or using some Brio query report (Which to my knowledge, does not exist in a simple to use form. The one available generates an entire DACCA set for a given department). Each way of reprinting the DACCA looks different, which can lead to some confusion. Then the entire process | | 1) Make simple reprinting of DACCAs, that look EXACTLY like the ones the come from the VPF, from a website. A DACCA should always look the same to a PI. 2) Allow DLCs to choose how they want DACCAs sorted, by Account number, by Supervisor, By Addressee, etc. 3) Include a preprinted instruction statement that has a return by date and where the DACCAS should be sent to. 4) Send DACCAs directly to each Supervisor for certification, eliminate the need for DLCs to sort and remail them. 5) Eliminate all paper DACCAS. Make account Supervisors certify their salaries on-line and eliminate the certify by proxy. This would likely require another mechanism for reporting errors and changes to the correct DLC admin. | | Process Modification |
| Payroll Management | Salary Certification | DLC's are provided with 1 copy of Quarterly DACCA'S per Profit Center, sorted in numerical order. | Takes DLC staff considerable time and effort to re-sort by PI | Send 2 copies of the DACCAS, 1 numerically and 1 by P.I.'s | | Process Modification |
| Payroll Management | Salary Distribution | Payroll - eSDS. Simple changes take too long | employees paid incorrectly, errors detected more slowly | move some original entry to department level (ETCF, Time Group) | | Process Modification |
| Payroll Management | Salary Distribution | eSDS. Non-paid appointments must be assigned an account, even though no dollars are involved. | Can't immediately ascertain who is actually being charged to your account without having to click into each appt. | Set up dummy accounts for each profit center for unpaid appts. | | System Modification |

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| Payroll Management | Salary Distribution | eSDS. Salaries are automatically charged to the department's suspense account when an account is terminating even when it is extended (which is quite often the case). | Salaries remain being charged to the suspense account until DLC staff remove them from the suspense account and put them back on the cost object that was extended. Time consuming to change and then wait until next month to confirm that correction happened. | Implement a mechanism in the system where the salary can be put back onto the account that had temporally terminated. | | Process Modification |
| Payroll Management | Salary Distribution | eSDS System is slow | Waste of time | Upgrade server or fix underlying problem | | System Modification |
| Payroll Management | Salary Distribution | Finally, I have to note how the latest "upgrade" to the ESDS system has had a huge negative impact on my department in terms of workload and efficiency. Soon after the upgrade I was in contact with Robin Elices about how these changes negatively impacted us, but I guess we were the only ones to complain so no changes have been made! In a nutshell, the institute decided to change the "logic" on how suspense account charges were handled. Originally (in the new payroll system), if someone was being charged to an account that "ended" (meaning it had a "Expiration Date of Current Obligation", not necessarily a "Final Expiration Date"), they would automatically dump into Suspense. However, if/when the account "opened" again (e.g., had a new "expiration date of current obligation"), the salary charge would automatically move from Suspense back to the account number it was originally on. I guess some people didn't like that charges on the Suspense Account would automatically move in this way. So when ESDS was "upgraded" in 8/08, new "logic" was applied. Now, when an account hits up against an "expiration date of current obligation", all salary charges move onto Suspense (which is appropriate), but when the account gets extended (e.g., a payment comes in and the expiration date of current obligation gets extended), the salaries all STAY in Suspense and have to be moved manually by us. This may not sound like a lot, but it actually creates a ton of work for us that adds no value whatsoever. We have two very large, multi-year, multi-million dollar contracts that are supporting more than 50 staff people. On each of these contracts, we receive funding 4+ times/year - each time we receive more money, the expiration date of current obligation changes. This means that we routinely have | This may not sound like a lot, but it actually creates a ton of work for us that adds no value whatsoever. We have two very large, multi-year, multi-million dollar contracts that are supporting more than 50 staff people. On each of these contracts, we receive funding 4+ times/year - each time we receive more money, the expiration date of current obligation changes. This means that we routinely have more than 50 staff people dropping into Suspense (which again, is perfectly appropriate) but then STAYING there, even when the account(s) get extended. Manually moving all these people, many of whom are charged to multiple accounts, multiple times a year, takes a tremendous amount of time. | I fervently wish we could go back to the original system (under the new payroll system) of having Suspense charges moved automatically if/when an account gets opened/extended! | | Process Modification |
| Payroll Management | Salary Distribution | eSDS Reports are often inaccurate; no back-up data is available to explain what changes were made or why; old SANDIs showed the entire department in one report | Work-arounds are time-consuming | | | Data Integrity |

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| Payroll Management | Screen Layout | Screen layout is cumbersome and difficult to use. Must scroll through multiple buildings just to find your building instead of having a search ability. | What should take 2 minutes takes 20 minutes. | Update system. | | System Modification |
| Payroll Management | Student Time Sheets | PI's (or their admin assistants) are supposed to be signing off on UROP timesheets. Often times in our department the UROPs are being supervised by RAs and their hours are not being adequately overseen. | Potential for falsification of UROP hours (lost learning time and funds). There is a lot of confusion for admin assistants. They are being asked to perform a duty that they can't adequately oversee. | Give RA's the signing power for UROP timesheets. At the least give them access to the UROP database /web access to timesheet data for review. Providing admin assistants access to the database would also be beneficial so we have a solid idea of how many UROPs are working in the group and what their projects are.) | | Process Modification |
| Payroll Management | Student Time Sheets | Payroll: unable to edit per hour wage and location of students for payroll purposes. | Errors and sorting through multiple records. E.g. Sort through 75 records when only 35 are valid. | Ability to correct / edit records | | System Modification |
| Payroll Management | Student Time Sheets | Can not see the hourly rate on the time sheet. I would like to see a site on the time sheet itself where we could download the pay to date… … | This would be a time saver rather than going back to View Time sheets … Most helpful when checking UROP funding and pay to date for UROPS | | | System Modification |
| Payroll Management | Vacation Credits | Accounting for and reconciling vacation credits | Additional time is spent reconciling payroll and budgeting accounts | Is it possible to get rid of this process entirely? While payroll has improved the process for vacation credits the last few months, it is something we are constantly battling. There seems to be credits missed and aren't fixed until months after the fact. Researching and correcting the problem can take a lot of time for both the administrator and payroll. | While I don't have specific examples, I have casually spoken to people from other institutions that do not have vacation credits at all. Not to say there are no others, but I haven't spoken to anyone else with a process like ours. | Process Modification |
| Printed Materials and Distribution | Benefits | Staff services and employee benefits. More information could be emailed and placed on the web rather than sending a printed brochure. For example: medical benefits options brochure and IS&T printed newsletters. | Cost of printing and paper, harder to find relevant information in these printed brochures and URLs need to then be typed in. | Could send electronic version (with special request for plain printed version for those who for whatever reason have difficulty accessing online). | ML News email newsletter could be a model for IS&T news. | Stop printing |
| Printed Materials and Distribution | Events Announcements | Spending what may be a lot of money on glossy, color print publications sent internally that may be of limited value. | Might be slightly more inclined to read it if received in the mail, but probably not worth the cost in terms of assembly, design, pringint, distribution. | Better might be a web document that has more long-term staying power and can be distributed via e-mail link. Give individuals an incentive to opt out of print and see what happens. | | Stop printing |
| Printed Materials and Distribution | Events Announcements | Radically reduce the paperwork for MIT propaganda/news. Not everyone at MIT needs to receive a glossy new brochure every time some group starts a new initiative on campus. Make it electronic. | | | | Stop printing |
| Printed Materials and Distribution | Events Announcements | too much duplication when announcing events | time sink | eliminate generating posters | | Stop printing |

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| Printed Materials and Distribution | Events Announcements | Often I receive paper items in the mail that I never requested. MITAC is one example that gets sent to everybody on a monthly basis. It appears a large number of these end up in the recycling bin without being read | Waste of time, money and resources if people are never going to read these. | Give people the option to opt out of receiving items like these. Perhaps replace some items with electronic communications | | Stop printing |
| Printed Materials and Distribution | Junk mail | We continue to get tons of mail from people who no longer work here | We spend hours sorting mail; searching for persons no longer here; sending mail back with "return to sender" and the problems persist | Create an easier (online) way to inform mail services and/or USPS that people no longer work here--make it part of staff and students' exit process to file out a change of address card | n/a | Communication |
| Printed Materials and Distribution | MIT Information | W2 and Paystubs are printed and mailed. | High printing and mailing costs. Administrative overhead related to requests for copies. Information needed by employees is unnecessarily difficult and slow to obtain. | Provide it online. | SAP | Stop printing |
| Printed Materials and Distribution | MIT Information | Distribution of printed paystubs is neither necessary not cost effective and leaves sensitive info sitting in office mailboxes | Cost to MIT of printing and distribution; risk of sensitive info getting into the wrong hands | MIT implemented direct deposit for their pay processes in the past but never did away with the printed stubs; implement electronic paystubs | | Stop printing |
| Printed Materials and Distribution | MIT Information | Employees receive paystubs every week or month. | Waste of paper and delivery time. | Put all paystubs online, which make them a lot easier to find too. | | Stop printing |
| Printed Materials and Distribution | MIT Information | There is no need for a hard copy of the MIT Bulletin. All subjects are listed online and all updates should be featured online. This way departments and programs avoid discrepancies of subject listings. A hard copy of the MIT bulletin is outdated in the 21st century and just leads to confusion | A hard copy of the MIT bulletin is outdated in the 21st century and just leads to confusion. Changes made after the deadlines are featured online. Online version of MIT bulletin should be one and only copy that students and departments should follow | online bulletin for MIT subjects, MIT will save money by switching to online bulletins, MIT will be green and saving trees | | Stop printing |
| Printed Materials and Distribution | MIT Information | Paystubs, checks for reimbursements | | Send elecronic verification of paychecks, plus electronic deposit of reimbursements | | Stop printing |
| Printed Materials and Distribution | MIT Information | Too much junk mail | Time wasted distributing, open, reading, producing | Ask people to sign up for publications and offer versions online | | Stop printing |
| Printed Materials and Distribution | MIT Information | copying - why so many copies when all info is online, especially for classes | time consuming | post info and students make copies | | Stop printing |
| Printed Materials and Distribution | MIT Information | MIT Telephone books. Too much waste | waste of books and loss of money | have phonebooks requested per person online and then distributed to DLC's afterwards instead of the automatic order | | Stop printing |
| Printed Materials and Distribution | Vendor Selection | The Institute maintains a high volume printing service within IS&T for such things as monthly SAP statements, payroll certifications, etc. Copy Tech Centers also have the capacity and expertise to handle high volume printing for MIT wide purposes | | Establish one departmental printing operation on campus. | | Choice vs. Standardization |
| Research Administration | Award Process | Process is not transparent; departments need to provide info that they already provided during the proposal process | inefficiency | Make the awards process transparent to Pis; make better links between data given during submission and that needed to issue an award | | Communication |

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| Research Administration | COEUS Proposal Module | Proposal review/submission: Iterative process of changes and approval process in Dept. and different hierarchy people at OSP | Iterative process takes time which can be reduced for actual proposal review and correction. | If all the comments from all the reviewer at OSP can send at the same time or provide final comments, that will save time for proposal preparer. Current process is such that when the OSP reviewer sends a comment/correction, we have to make correction and follow the approval process for proposal submission that is go through dept. approval. The length of time for proposal submission to OSP gets longer due to this iterative process of change and approval process when we are getting many comments/correction from the OSP.<br><br>In order to shorten the proposal submission process, either OSP reviewer should give comments all at once or there should be a way to shorten the resubmission process. Instead of going through the each reviewer to get the proposal to OSP with the correction on OSP comments. This will reduce number of iterative process of making changes and going through whole approval process when we get a comment from the OSP reviewer. | | Process Redesign |
| Research Administration | COEUS Proposal Module | Proposal Submission: Certification page need to be singed by PIs/Co-PIs for COEUS proposal and proposal summary pages need to be singed by PIs/Co-PIs and Dept. head for paper submission. Sometime getting PIs and Dept. head signature on the Proposal cover page and certification page takes a lot of time because either they are remotely working or they have busy schedule. | Getting signature takes time, which would reduce the time to work/focus on proposal and put more stress on proposal preparer. | To save time to prepare proposal, we can use online certification instead of hard copy signature. This will save time for proposal preparer so that the preparer can then focus on proposal contend (RFP) instead of chasing them. ( Not sure if retaining a hard copy of signature is required for auditing purpose) | | Process Redesign |
| Research Administration | COEUS Proposal Module | Proposal Submission via COEUS is not an efficient method to submit proposal | COEUS does not allow to upload the budget worksheet | To create a web-based application for the proposal submission. Allow upload the worksheet | | Process Redesign |

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| Research Administration | COEUS Proposal Module | Proposal Submissions: It takes longer to submit a proposal through Coeus than any other way (hardcopy or other online systems). | It creates extra work for the administrator to submit a proposal through Coeus and we need to budget additional time to get it in the system. | Make Coeus more user friendly and don't have each proposal being submitted have entirely different processes. Each solicitation seems to have unique requirements in Coeus and administrators have to contact OSP (which wastes their time too) to figure out the best way to get it through. The submission and upload process should be similar for each proposal regardless of the sponsor or solicitation.<br><br>Additionally, the budget tool is cumbersome and therefore we never use it to create a budget. We create one using our own methods and then try to enter it in Coeus to match, which is doubling the work. | OSP is responsible for this, but I don't know who has the best practice currently. | Process Redesign |
| Research Administration | COEUS Proposal Module | COEUS Proposal Module could be improved to allow uploaded spreadsheets, a better user interface, and to insert approved budgets to SAP. | COEUS is unpopular with DDLCs. OSP is slowed down by departmetns avoiding use of this system, but mandating the use would, in turn, slow down the DDLCs required to use it. Leaving COEUS as is continues some of the difficulties and decreses the efficiency of OSP workers. | User interface requires a professional overhaul, budget preparation needs to include the ability to upload spreasheets prepared in particular format. Utility of the software could be improved by moving the prepared budget into SAP when a contract is awarded. | | Process Redesign |
| Research Administration | COEUS Proposal Module | Proposal Submission: The error messages are long and sometimes complicated to understand; the return of the proposal for corrections takes days leaving little time to make corrections | Stresses the staff trying to make the necessary corrections; potential problem when more than one proposal is being corrected | streamline the submission process; provide standard guidelines | | Process Redesign |

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| Research Administration | COEUS Proposal Module | My recent experience with Coeus has been frustrating. I believe that when they are aware of a snafu it would be helpful to the community for them to alert us. Currently, they appear to wait until they have resolved the problem and then let us know it's been fixed. I imagine many folks out in the trenches grappling with problems, wasting their time trying to figure out if it is them or Coeus, when a simple head's up that there is an issue and that they are working on it would prevent the struggle and save effort. More on Coeus: many times we have e-mailed Coeus-help, done what they advised, and it still doesn't work. We e-mail them back, they repeat the same instructions, and it still doesn't work. This repeated e-mailing is also frustrating. If something doesn't work they should allow us to call them or pick up the phone and call us and discuss it (we have a coveted phone list for some of the Coeus-help responders we have compiled, since their phone numbers are not always listed in the MIT directory). | time sink, lack of communication, repeated emailing | Their communications could be improved. | | Process Redesign |
| Research Administration | Cost sharing | The cost sharing policy as it relates to drafts from cost objects by OSP isn't being followed consistently. | When a faculty member has cost sharing, but is charged to an account that will be drafted outside his/her home department (such as when they hold an admin. position like department head) OSP is not supposed to authorize drafts from those cost objects until they receive authorization to do so in the form of a signature or email from the supervisor or addressee of that cost object. When this is not done, the addressee of the cost object is often not made aware of the draft and does not make a matching salary distribution change. This causes the original cost object to become overrun and the cost sharing account to be under-charged. I have tried several times to remedy this problem, but the breakdown in communications is still not fully fixed. This causes a loss in time by having to retrace which distributions where not changed and assure that late distribution changes occur and correctly match the cost sharing drafts. | The policy needs to be revisited and possibly redesigned. There should be at least a minimal portion of this done via the web with on-line records to allow those whose cost objects are effected to retrace what has been done easily and efficiently. There should also be some sort of check in place that prohibits OSP or CAO from drafting cost sharing funds from cost objects without appropriate authorization from the cost object supervisor or addressee. | The breakdown seems to occur in OSP, but it's not exactly clear. I believe that OSP reps accept emails from DLC administrators showing a commitment for cost sharing from the faculty or even the addressee of the cost object being drafted, however this authorization is often obtained at the proposal stage (or not at all) and the cost object administrator needs to be informed that the draft will be made at the time it is being made. There doesn't seemt to be a best practice currently at MIT as I believe the problem is occuring wherever the source of cost sharing funds is not monitored by the same person arranging for the draft with | Policy Review |

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| Research Administration | Cost sharing | Most of the administrators and even some senior level administration is very unsure of the entire area of cost-sharing, from what sources are usable down to the routine maintenance for cost-sharing accounts and the DLC's interactions with OSP. | | That is, there is very little formal training for cost-sharing even if there are materials online addressing the question. | | Communication |
| Research Administration | Cost sharing | Cost sharing - Another process that seems long and a bit convoluted here at MIT. It cries for review. | | Review the process | | Policy Review |
| Research Administration | Fund Fee Charges | Calculating the fund fee is not always straight-forward; accounts that are exempted from the fee are often manually credited | spending projections are more complicated; sometimes the credits are not accuratedly posted | Eliminate the fund fee entirely! If the revenue is absolutely necessary to the Institute, simply assess a percentage against the entire fund income of the department before the income is credited to the account | | Policy Review |
| Research Administration | OSP Support | Response Time/Staffing Levels/Staffing Quality. My rep recently left after having a baby, and at the moment, I do not have coverage for one of my departments. I think it might be time to implement a request-tracker system over there so that management can guage the response time and quality of response. I have multiple departments that I am responsible for, and may not wind up with one point of contact in OSP. Some of the staff are fabulous and responsive, and my tendency is to go to them directly, which isn't fair and doesn't help them address the issues. I think they need to define and announce clear goals such as: "All emails/call will be addressed within 24 hours". This doesn't mean that they will solve the problem within 24 hours...only thatthey've looked at the issue, identified a plan for acting on it, and acknowledged this with the client. | Effective Staffing Coverage | Using request-tracker system can alleviate and prevent the bottelnecks problems | | Labor distribution |
| Research Administration | Proposal Submission | OSP has the policy of not guranteeing that proposals will be submitted on time if they are not received in OSP at least 5 days before the due date set by the potential sponsor. This policy has, and will be, upheld by the Dean's Office, however as of the Fall of 2008, OSP is not accepting any proposals less than 5 days from the due date without authorization by email from the Dean's Office. This involves a considerable amount of time for Dean's Office staff who have to read the requests from the department heads and write an email to OSP stating approval of the proposal being submitted less than 5 days from the sponsor's due date. This still does not guarantee that OSP will get the proposal out on time and adds unnecessary complexity to the whole proposal submission process. | The process as it is set up now creates a beaurocratic delay and extra work the goal of which should be achieved in a more efficient manner. | Since Dean's Offices will fully support the OSP policy if and when necessary, it seems that OSP should be accepting or refusing proposals less than 5 days from the sponsor's due date based on their availability to get the proposal to the sponsor on time. If it is a burden on OSP to get proposals out when received less than 5 days from the due date, they should state this to the PI and the Dean's Office will always uphold that decision. If this is not a viable solution, a more efficient and less labor intensive method should be designed for achieving the same | Other Universities must be dealing with the same time constraints. In the process of redesigning the current policy, other institutions should be looked at and MIT should possibly implement the best practice or a combination of the best ones currently in operation. I've heard that Harvard uses a 5 day cut off on proposal submission that is a hard rule with no exceptions. If it works there ... | Process Modification |

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| Research Administration | Proposal Submission | Redoing budgets multiple times between grant submissions and final versions, at a level of accuracy that seems to be overkill on the first pass. | Makes admin jobs harder and it reduces time that PIs can spend filing proposals that raise money. Time spent due to all the budgeting, sign-offs, etc. makes it a disincentive to file smaller ones. | Acknowledge that nearly every single accepted grant will go through a budget revision process, either because rates change, the grant got cut/changed by the funder (nearly always), or staffing changed. Find a way to make the first round of submission less administratively burdensome on everyone. BTW - electronic signature process in the last few years has made things MUCH better | | Process Modification |
| Research Administration | Proposal Submission | 5 days proposal submission deadline to OSP and getting approval from Deans office for not meeting the deadline put more pressure and add extra administrative work on Proposal preparer. | might lose focus on actual content of proposal and RFP requirement/Policy while going through those process | There should be some sort of system developed to get approval from Deans office for not meeting five days deadlines for PIs. So that proposal preparer don't have to worry about going to deans office and collecting approval signature | | Process Modification |
| Research Administration | Proposal Submission | OSP routing form. Need to obtain signatures on hard copy | time consuming | electronic approval | UPOP | Automation |
| Research Administration | Proposal Submission | Preparing budgets for proposals | | Provide AOs and others with a simple spreadsheet for for estimating budgets (add to one-stop faculty services website) | | Process Modification |
| Research Administration | Proposal Submission | 5 day proposal policy. Too many people and offices involved in this process | time consuming | If OSP cannot process a proposal in the amount of time available they should turn the proposal away | | Process Modification |
| Research Administration | Proposal Submission | Other support(NIH) Current & Pending Support (NSF). We spend an inordinate amount of time trying to get this from the faculty, and even when we do, it's often wrong. | time sink | It seems to me that there should be a centrally located (OSP?) data base that holds this information and that reports should be simple and easy to obtain. | | Process Modification |
| Research Administration | Reporting | Lobbying disclosure, COI, compliance with summer salary rules. Related processes are disconnected | confusion, inefficient reporting | batch related reporting requirements for faculty and other Pis | EB Open Enrollment | Process Modification |
| Research Administration | Reporting | Invention and final/interim reports. By the time I get the notice and follow-up with the PI (or check in again if no response) they've already submitted it | DLC staff not in the loop; faculty get reminded more often than necessary | Notified DLC staff or develop place where we can see when the form or report is actually submitted | | Process Modification |
| Research Administration | Use of Human Subjects | Can we get notices via email? I scan, digitally file and forward all COUHES notices that come through my office which is a pain. Students and professors on the protocol should at a min be able to opt into email notices so they can stay on top of this stuff. | | | | Automation |

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| Student Life | Budget - Student Activities | Many MIT-supported student groups (such as Dance Troupe) see many non-MIT students taking prominent roles. Students from Wellesley, BU, and other Boston schools dance in dance troupe, attend MIT workshops and career information sessions, ride Saferide, and use Athena clusters and the libraries. | MIT students pay tuition to support the student life programs, and the MIT administration should restrict its funds to helping MIT students. Dance troupe, for example, holds auditions for dances, and has performances in Kresge during the year. MIT students often do not make the cut of for some dances because there is too much competition from students from other schools. This seems unfair, especially as Dance Troupe costumes, flyers and promotional posters/giveaways, and performances, are largely financed by MIT. | | | Process Modification |
| Student Life | Budget - Student Activities | There are hundreds of student groups at MIT, and all of them are financed by MIT. Most of these groups hold information sessions and advertising campaigns, during which they have free giveaways and clearly spend a lot of money on feeding people. This seems unnecessary – if students are really interested in the club or activity, they will attend the event. Groups from SUMA and AMSA and Multicultural Unity, to Class Councils and the UA, could easily function just as efficiently with a decrease in budget. Also, many of these groups, such as the UA, go on expensive retreats to learn about leadership and bond. Given all of the time spent together in meetings, retreats seem a bit excessive. | Waste of money | MIT should require that each student group submit a budget plan for the year. This would make students think more efficiently and effectively about how much, and how to, spend their allowances. A budget would also have to be deemed appropriate, and maybe this would cutback on the frivolous spending sprees. | | Process Modification |
| Student Life | Materials/Goods Use | At almost every workshop, activity, promotion, lecture, or booth, there is always food, T-shirts, pins, pens, or booklets. While students love all things free, these are really unnecessary. Perhaps MIT could do away with so much free food and knick-knacks – whether it's just in Lobby 10, at an event, or during CPW, the overwhelming amount of free souvenirs is excessive. | Waste of money | | | Process Modification |
| Student Life | Support Network | There are many people at MIT employed to "monitor" students. Dorms have graduate student advisers, dorm heads, professors living in dorms to serve as advisers, as well as "House Masters." The reality is, however, students do not make use of all of these sorts of "support networks." Students talk with each other, and they seek advice from graduate students. The many others living in dorms, supposedly to watch and help students, really just occupy a free room at no charge - while being paid. Their presence has minimal effect on alcohol in dorms, the number of unhappy or troubled students, and the number of accidents that happen. It seems this system of "residential advisers" lacks substance. | The reality is, however, students do not make use of all of these sorts of "support networks." Students talk with each other, and they seek advice from graduate students. The many others living in dorms, supposedly to watch and help students, really just occupy a free room at no charge - while being paid. Their presence has minimal effect on alcohol in dorms, the number of unhappy or troubled students, and the number of accidents that happen. It seems this system of "residential advisers" lacks substance. | | | Labor distribution |

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| Student Life | Telephone System in Residence Halls | System is antiquated. Students get different numbers assigned depending on the room that they are in. | Costly system that only gets minimal use (10%). Most people use cell phones. | VOIP. Eliminate. | | Choice vs. Standardization |
| Student Services Administration | Course scheduling | Schedule manually collected and assembled by department two times a year. Each department has it's own process using tools and databases each has developed independent of one another and the Registrar. There is little coordination of information already submitted for the Course Catalogue, resulting considerable double entry. | Collection process is manual and labor intensive. Packets of information and subject info submittal forms are assembled for each instructor and distributed to each disciplinary to distribute to faculty. Each area assembles their schedule on paper and submit to HQ administrator. Administrator coordinates all departmental subjects to avoid critical conflicts and suggesting classrooms; submits to Registrar on paper after having entered all the information in Dept. database. Schedule is listed on Departmental websites as well as Intitute sites. Dept. are able to provide more detailed information important to student. Subject descriptions are submitted in multiple locations (Online Catalogue, Dept. website, Stellar, Hass-D Guide, CI Requirement website, etc.) and are not always consistant. Registrar's system does not allownotation of more than one instructor per subject. | Subject information is centrally stored within a flexible system that is accessible to departments and allows for departmental reporting as well as Institute reporting. Catalogue process and information is coordinated with scheduling process. Include visualization tools that allow different groupings of subjects to be projected, simplifying the process of spotting potential conflicts. | | Process Redesign |
| Student Services Administration | Degree Tracking | | | Degree Tracking - took a paper intensive system for tracking degree applications, thesis titles, commencement and hooding attendance, etc. and made it web-based, and real time. | | Process Redesign |
| Student Services Administration | Degree Tracking | Undergrad Majors tracking system | | Michel Goemans' undergraduate majors tracking system would be good for all. Our IT/Web person, Justin Radick, is looking at its workings now so that it can be run without Michel himself. | | Process Redesign |
| Student Services Administration | Forms | Course VI Undergraduate Office Forms. Many department forms (e.g. Approval and Completion forms for Independent Study, M.Eng Proposal and Final Grade Forms, and 6.920 Curricular Practical Training Proposal and FinalReport Cover Sheet) are on multi-carbon paper. | Multi-carbon forms are expensive and can't be changed as processes change except by discarding old ones and re-doing new ones. Multi-carbon forms have to be mailed or carried around, which takes time causing high failure rates. | These could be put on-line and copies sent to the appropriate people online automatically rather than on paper. | See the UROP Office's UROP Proposal process for a good solution to this kind of procedure. | Automation |

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| Student Services Administration | Forms | Various different Institute Petitions (e.g. Grad, Undergrad, several CAP forms, Communication Requirement, double-majoring) are each located on different websites or are just on paper, and then require different processes. | Complex, confusing, expensive, labor-intensive, requires vast knowledge base. | Could be handled online, not just downloaded from the web onto paper. All petitions could be linked to one website, as well as appearing on their individual office's website. An online process would save time and be more efficient and uniform. | See the UROP proposal process downloaded from the web onto paper. All petitions could be linked to one website, as well as appearing on their individual office's website. An online process would save time and be more efficient and uniform. | Automation |
| Student Services Administration | Forms | HASS Concentrations and minors. Undergraduates must come to a departmental office and fill out a quadruplicate form indicating that they are proposing a concentration or minor. In most departments or sections a faculty member approves the program of study and then sends the copies to their appropriate destinations (1 for dept. office, 1 for HASS Office, 1 for student's advisor, 1 for student). When the student has completed the concentration or minor, (s)he must return to the departmental office with a grade report that proves that the classes were taken and passed. He or she fills out a completion form (also quadruplicate and distributed to the same offices as the proposal form) that is signed by the concentration or minor advisor. | | Streamline and handle online. A student should be able to propose a concentration or minor online and send it to the concentration or minor advisor for approval. If the advisor wants a face to face meeting with a student, he or she could request it. Otherwise, it would not be necessary for the student to come to the office. The system should be tied to the Registrar's database so that when a student completed the approved subjects, the Registrar would note that the concentration or minor was completed. | | Automation |
| Student Services Administration | Forms | HASS concentration and minors. HASS Education Office Administrative assistant manually enters information from concentration (proposal and completion) and minor (application and completion) forms into MITSIS and files paper forms. | On average, this takes one hour a day and at the beginning of a semester it can take all day for the better part of a month. It is important to note that concentrations are part of the GIR so every single student has to submit forms to this office. Minors are optional so there are fewer forms but they are more complicated to enter. In one year, excluding the summer, these processes probably take around 400 hours, based on a 7-hour work day and assuming a total of around 232 days (1624 hours) a year. By this rough estimation, nearly a quarter of the year's work is with these forms. | This process would be much easier if it were digitalized in some way. Advisors should still meet with students but instead of dealing with paper forms there could be an online or digitalized form linked directly to MITSIS. Advisors could approve specific classes and have MITSIS montitor students' progress directly, instead of relying on forms that are often overlooked. The HASS Education Office could continue to check and verify the forms but it would take a fraction of the time. | | Automation |
| Student Services Administration | Free requests for documents | Requests for unofficial transcripts, official certifications of enrollment and degrees are through paper | Waste of paper and time | Make online requests available | | Automation |

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| Student Services Administration | Grade Submission | Grades submitted manually. Hardcopy grade sheets are printed by Registrar and distributed to each department. Department organizes grade sheets and distributes them to their faculty along with numerous reminders of deadlines with instructions. Faculty fill in grades and returns hardcopy to Department. Department maintains a record of the grade sheet and submits them to the Registrar. Registrar inputs grades into MITSIS. Process occurs four times a year. | Labor intensive and antiquated system. Requires staff from the Registrar to print, organize and deliver the grade sheets to departments. Departments make additional copies and organize according to discipline groups and faculty, prior to distribution. Staff in each discipline area distribute packet to each faculty member making special effort to mail or fax to those who are not on campus. Faculty must fill in grades, sign and return to area assistant who return to Department administrator, who checks for errors, makes copies for the Department and submits to the Registrar. Registrar manually enters grades into MITSIS. Faculty are advised NOT to submit grades via email because of student privacy policies, but they do anyway because of the inconvenience of the paper system. | Faculty and administrators submit grades through a secure electronic system. | | Process Redesign |
| Student Services Administration | Grade Submission | Inefficient system. | Time consuming for department. Lots of unneccesary paperwork. | Faculty should be able to enter grades electronically. | Simmons College does this through a site similar to Stellar. | Process Redesign |
| Student Services Administration | Grade Submission | To much work to run around after faculty. | Faculty view the grading process as though it is someone else's responsibility | Have faculty submit grades online | ??? | Process Redesign |
| Student Services Administration | Grade Submission | Course grades should be submitted electronically, directly from the faculty member in charge to the registrar. This would save department administrative time, and unnecessary paperwork would be avoided. | | | | Process Redesign |
| Student Services Administration | Graduate Admissions | Paper checklists are received by hand from students, then data is received from the Registrar and a program is run to compute special technical gpas. Professor Arthur Smith makes decisions, and letters are run. | Inefficient, unintegrated process. | Entire processcould be done online. | Don't know of any. | Process Redesign |
| Student Services Administration | Graduate Admissions | Many departments are recreating on-line application reviewal systems in dozens of different iterations; Need one compatible system across all departments | Unnecessary effort and expense in creating new systems. Paper based systems are expensive for department and applicant, current online admissions system malfunctions. | | EECS/Mechanical Engineering | Process Redesign |
| Student Services Administration | Graduate Admissions | paper based process | time and aggravation, expense | scanning | | Process Redesign |
| Student Services Administration | Graduate Admissions | Lack of a centralzed (MIT-wide) electronic application process | Save time at the department level | | | Process Redesign |
| Student Services Administration | Graduate Admissions | Central admissions could take better advantage of electronic systems | inefficiency | | | Process Redesign |
| Student Services Administration | Graduate Admissions | Every school has its own forms, etc. | time consuming | with peer institutions, establish a common, electronic application procedure for engineering graduate schools | Medical schools share letters of recommendation | Process Redesign |

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| Student Services Administration | Graduate Admissions | On-line systems not in place | Delay, extra work, | Accept transcrips electronically and transfer decisions electronically from departmental database to Grade 20 | (EECS) | Process Redesign |
| Student Services Administration | Joint subject numbers | This occurs when one academic subject is given more than one number (e.g. 14.416J/15.416J) so that it can be part of a program in more than one department. It requires a considerable amount of time for two or three departments to check with each other every time a change is made or every time a class is scheduled to be taught. And if one department is not diligent about replying to messages, no changes or decisions can be made. | It requires a considerable amount of time for two or three departments to check with each other every time a change is made or every time a class is scheduled to be taught. And if one department is not diligent about replying to messages, no changes or decisions can be made. | I think each subject should have one number. If a student in one department wants to take a class in another, (s)/he should simply take the class in the second department, provided that it is approved by the student's registration officer. | | Policy Review |
| Student Services Administration | MITSIS | Antiquated, not easiliy available. Some billing, but not all. Some rosters, but not all. | Partial, incomplete data. Forces the use of duplicate systems. | Update system. | | System Modification |
| Student Services Administration | MITSIS | System is antiquated. Used for students but not for post doctorates. | Requires duplication and use of MITSIS and SAP. | Update system. | | System Modification |
| Student Services Administration | Registration | Registration Forms have to be distributed to advisors and then students have to carry them around (they don't arrive reliably, get lost, and don't always work reliably). | Time-consuming papershuffling, lost forms, administrative problems requiring elaborate repair with petitions. | This was part of the Student Services Vision Project I was involved in last year, which was dropped when the financial crisis began. On-line registration would save a huge amount of work and improve efficiency | This is an Institute-wide process run by the Registrar's Office. It was last changed about a decade ago. | Process Redesign |
| Student Services Administration | Registration | Students register on paper. Manual entry of student subject information creating lots of opportunity for error, thereby creating the need to review and correct status of registration later. | Students pre-register online but register manually. Paper forms are generated by Registrar, distributed to deparatments twice over a period of one week. Departments organize by discipline areas and faculty and distribute to faculty. Students on hold, do not receive registration forms. Students meet with faculty and submit one part of the form to the Department and the others to the Registrar. Registrar enters each subject into MITSIS manually. Department manually enters registration status in independent database with no relationship to MITSIS. | Online registration | | Process Redesign |
| Student Services Administration | Registration | Students can currently pre-register for MIT online; however the full registration is done in person and requires a manual process | Time consuming and does not make it easy for the student in getting acclimated to MIT; takes more of MIT's resources as well | Implement full electronic registration for students which make the process seamless for students and MIT staff | Other Universities already do this | Process Redesign |
| Student Services Administration | Registration | Too much time spent seeking hard copy signatures | | electronic course tegistration and elimination of reg days | many other universities | Process Redesign |

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| Student Services Administration | Registration | Inefficient and time consuming for departments and students. | Time consuming for department. Lots of unneccesary paperwork. Time delay in class roster lists for faculty. | Students should be able to do this on-line and have their advisors approve it on-line as well. If they can pre-register throiugh WebSIS, they should also be able to add/ drop, register, etc. this way. | Most other universities use an on-line system forregistration i.e. Boston University has done on-line registration for years. | Process Redesign |
| Student Services Administration | Reporting | Inability to generate reports and change more of the data in the Registrar's database. This was also part of the Student Services Vision Project that was dropped. | We receive data from the Registrar at the moment by having Dave McNeil WALK over a CD. We can't order data on line -- it has taken weeks of requests and reminders to get data we need for our processes, wasting time and causing delay. We have to walk paper grade sheets to the Registrar, and pick up print-outs from them frequently | Institute database where we could download data online ourselves, and post data (grades, student and advisor information) ourselves. | This is an Institute-wide process run by the Registrar's Office. | Process Redesign |
| Student Services Administration | Reporting | Centrally stored data is not sufficient to meet departmental needs. The requirements of the departments are not stored anywhere centrally, so departmental shadow databases abound. As for some of the things that departments track, that presently are not tracked centrally, some EECS examples include the following. Every MIT academic department would have a similar, but different set:<br><br>General Exam (TQE and RQE), SM thesis proposal submitted, SM thesis title, SM degree awarded date, Minor, PHD thesis proposal submitted, PHD thesis title, PHD thesis defense date, PHD thesis committee, PHD degree awarded date,Teaching Requirement met? | | If a central system could be deployed, it seems like a customizable module could be added for departments so that they could track their specific data on the central system. | This does not exist at MIT. I am not sure if other schools have such a system | Process Redesign |
| Student Services Administration | Subject Evaluations | Time consuming for departments. General questionaire may not capture helpful information for a particular department. Student response rate is low. | Have to enter faculty information into several systems (MitSIS, WTW) Time consuming to distribute & collect from faculty. | On-line evaluations. | I believe there is a pilot program already in place in the Institutute. Would like to be able to customize evalautions. | Automation |
| Student Services Administration | UROP proposals | Support staff don't have access to the electronic proposal submission | Faculty supervisors cannot designate a proxy to handle the administrative aspects of the UROP proposals. This causes significant delays in processing them, which in many cases results in students not getting into the system in time to be paid. Also, it is very time consumming for the UROP coordinator who has to follow up with multiple faculty and must communicate to fiscal staff | Give support staff access to the forms so that the administrative follow up is handled in an expedient way and there are fewer steps involved in the process. | | Automation |

# Master List of Categorized Ideas, Outreach Efforts

| Process Category | Process Sub-Category | Description of the Problem | Negative Impact of the Problem | Suggestions for Improvement | MIT Unit or Institution w/ Best Practice (if known) | Primary Theme |
|---|---|---|---|---|---|---|
| Student Services Administration | VISION Study Project Results | During the VISION Study project, Joanne Stevenson and Dean Briggs led series of workshops with students on specific processes, and the results are attached. Likewise, the same VISION team, along with Mary Callahan, led a series of workshops with staff and some faculty and generated the VISION Study. It's organized by function and to some degree process. | | The link to the workshop reports is: https://web.mit.edu/stu-future/www/reports.html Mary Callahan also suggests using these documents for the task forces. Joanne and Dean might be willing to meet with the task force. | | Process Redesign |
| Student Services Administration | WebGrad Aid | MITSIS/Web Grad Aid is not linked to SAP | All information entered into Web Grad Aid must be rekeyed into SAP resulting in many errors. IN addition it is extremely difficult to reconcile budget versus actual when you need to look at 3 systems (Web Grad Aid, SAP and Brio) which never have the same data | Integrate Web Grad Aid into SAP and allow SAP to list individual salaries | | System Modification |
| Student Services Administration | WebGrad Aid | Data is keyed in by dept. & re-keyed in by HR-Payroll Service Center based on print outs | Data entry errors; missing/delayed appointments | Automate the systems so that MITSIS can feed into SAP-Payroll; add supervisor and degree fields | | System Modification |
| Student Services Administration | WebGrad Aid | | | Web Grad Aid - took the system for awarding graduate awards and appointments and made it web-based and more user friendly. Functionality was added later that incorporated a direct feed to Payroll. | | System Modification |
| Student Services Administration | WebGrad Aid | Payroll needs to re-key by hand all appointments that are processed by the departments | This can cause misktake and appointments not getting keyed in. | Direct feed to SAP | | System Modification |
| Student Services Administration | WebGrad Aid | Departments need to request checks cut when appointments are processed after cutoff dates | Students don't get paid until one month later | Checks should automatically get cut and students notified that checks are ready | | System Modification |
| Student Services Administration | WebGrad Aid | Payoll re-keying appontments | Duplication of effort, mistakes, delays | Direct feed to SAP | | System Modification |
| Student Services Administration | WebGrad Aid | Designating RA's as off-campus, and getting them correctly entered by Payroll | Errors in data entry resulting in incorrect overhead | Direct feed to SAP | | System Modification |
| Travel | Credit Card | Need a Travel Credit Card | Process of receiving and reporting on travel advances is unduely complicated | Establish a travel credit card program | | Process Redesign |
| Travel | Credit Card | Need a Travel Credit Card | Process of receiving and reporting on travel advances is unduely complicated | Establish a travel credit card program | | Process Redesign |
| Travel | Credit Card | Need a Travel Credit Card | Ease of use, financial savings, processing savings | Establish a travel credit card program | | Process Redesign |
| Travel | Credit Card | Need a Travel Credit Card | Time consuming, inconvenient for traveler | Allow hotel and conference registration fees to be charged to travel card | | Process Redesign |

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| Travel | Foreign Policy Travel | The other pet peeve we have with the Travel Office concerns foreign travel. Many (most?) of our grants/contracts require that foreign travel get "pre-approved". We always get this pre-approval from the funder, and then when we send the travel reimbursement paperwork to the Travel Office, we attach a copy of the email from the funder that approves the travel. But the Travel Office still (for some reason I don't understand) contacts OSP to find out if the travel reimbursement can be approved (even though they can see that funder has approved it). This adds time and hassle to the process of reimbursing travel. If the OSP rep is busy and doesn't get back to Travel right away, Travel will send the paperwork back to us again saying it wasn't approved (even though the funder approved the travel weeks ago!). Then we have to call our OSP rep, make sure she has time to talk to Travel, send the paperwork back to Travel, and hope that Travel and OSP can connect in a timely way. This feels like a complete waste of time, when the funder has | time sink/inefficient process | | | Process Modification |
| Travel | Process | Inconsistent instructions to the DLC'S on submission of travel vouchers. | DLCS waste time submitting vouchers which are rejected. Faculty wait long periods for reimbursements. | Consistent, clear policies posted on the web site. Scanned copies of the paid vouchers should be available through SAP just like Accounts Payable documents are. | | Communication |
| Travel | Process | Processing Travel Vouchers | No clear ownership when DLC are looking for their travel voucher. | When they do go on a new system their should be no more checks to deposit through the Cashier's Office. | Other companies have a system where they have a corporate credit card to be used for all traveling. If the person needs to get reimburse from the trip the money goes directly into their checking account. | Process Redesign |
| Travel | Process | Travel advances take a lot of time to submit and require careful record keeping thus they are often forgone for personal CC payments by students, staff and faculty. | Wasted time or uncomfortable practices using personal credit car | Implement TRAVEL CARDS. Travel advances are often more work than they're worth but there are many times when travelers (especially students) can not afford registrations and hotel fees | | Process Redesign |

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| Travel | Process | Travel vouchers are required for day trips & travel; voucher forms are poorly designed and overly-complicated. Often the Travel Office returns checks to travelers with a different value than was requested without explanation. | Wasted time and long waits for payments. | Move the form to the web and make it dynamic (this is MIT, right?) This way the traveler, admin assistant/fiscal officer and travel office rep would all be able to interact, ask and answer questions. Forms could be customized and saved for repeat trips and form simplification. Websites are easy to keep up to date unlike the downloaded form. This would also cut down on paperwork – many travel receipts over $50 (the min value of a receipt needed for Travel Office records) are already digital, those that are not can be mailed with a travel office number attached once a trip has been opened in the website (no need to the paper form at all!). | | Process Redesign |
| Travel | Process | Paper check reimbursements | Costly | Direct deposit | | Process Redesign |
| Travel | Process | Paper travel expense vouchers | Labor intensive/paper | Signed a contract with Concur Technologies for electronic expense reporting | | Process Redesign |
| Travel | Process | Diners Club Corp Card | Individual Bill/Individual Pay | Signed a contract with Bank of America - corporate bill/corporate pay | | Process Redesign |
| Travel | Process | Travel must be filed for each individual even if class related travel when everyone traavelled on same itinerary | Waste of time and paper | Allow travelers to be grouped on one voucher if they are all on the same itinerary | | Process Redesign |
| Travel | Process | currently we can not view the travel voucher online | delays on backup copies | to be viewable using IXOS | | Process Redesign |
| Travel | Process | No system in place to track travel documents | Travel reimbursments are delayed and sometimes lost. The only check system in place is when the expense post to the DTR or the traveler informs the DLC that he/she did not receive his/her reimbursement | Create a system to process travel advances and vouchers in a web based system that will provide a tracking mechanisms such as a requisition number. The preparer would send the materials to the requisition approver with the necessary back-up materials. Once the documents are approver the requisition cover sheet and orginal receipts are sent to travel to complete the transaction. Assigning a requisition number will allow DLC or travel to track down missing materials. | | Process Redesign |

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| Travel | Process | Travel Reimbursements are a paper-based process with no automatic error checking or electronic routing | Cumbersome process, some errors could be reduced. | Build a system that allows simply the submittal (with minimal error checking) of a request for travel reimbursement with pdf receipts attached. | | Process Redesign |
| Travel | Process | The one office at MIT that we seem to "struggle" with on a regular basis is Travel. I'm sure they are operating under a directive from someone (internal audit perhaps?), but the amount of time their office, our office and/or OSP spend reviewing, checking, going back and forth over minor expenses (often under $25) is ludicrous. We'll sometimes spend hours trying to track down a replacement $10 receipt - not a good use of time in my opinion. | poor use of time | It seems to me that a certain amount of "risk" could be deemed acceptable when it comes to Travel - e.g., we're only going to worry about expenses over $100. | | Policy Review |
| Travel | Process | People request a travel advance in order to pay for a course and expenses occurred prior to travel. This requires downloading and printing a form, filling it out, getting it signed by your manager and then submitting it to another person in the department who sends it on to the controller office. | Time consuming paper process that involves multiple people. | Application can occur online. | | Process Redesign |
| Travel | Reporting | GE Reconciliation Process (attached). Plus the following once the portion is completed: Print out 4 agencies errors. Pull up each travelers name in SAP. Look for a trip that belongs to the airline ticket that error out. Write down the document number that coincides with the airline ticket if in SAP system. Then pull up documentation number and change the header from open to matched. Once I've gone through the file and matched everything I then delete this lines off of the table. Then there are others that error out and need to be research such as credits, odd fees etc.... Once we have figured out which trips the missing tickets belong to we then go in and match the errors up and delete them off the table. | This is one of the most time consuming projects in Payroll. | | | Process Redesign |
| Travel | Reporting | Business travel on research projects: If an MIT traveler charges for food during a conference, for example, and the MIT traveler has non-MIT participants, the meal is coded as 421000. | Causes problems during closeout as 421000 is generally unallowable on research accounts. | OSP and Travel Ofice should work together to determine what can be done. | | Process Redesign |
| Travel | Reporting | Reconciliation of expense vouchers with account DTRs can be time consuming and difficult; airline tickets can be charged to multiple g/l accounts so that the amount on the voucher seldom matches the DTR | labor intensive; time consuming | | | Process Redesign |
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# Appendix V

## Master List of Categorized Ideas
## Idea Bank

# Master List of Categorized Ideas, Idea Bank

| Process Category | Process Sub-Category | Description of the Problem | Negative Impact of the Problem | Suggestions for Improvement |
|---|---|---|---|---|
| Buy-Pay Processes | Consultants | When consultants move in there are all kinds of negative connotations that a committed MIT employee reviews. A rating/ranking on-line bank of who these people and companies would be mind boggling at best. | --- objectivity is lost, favoritism moves in. | Any department requiring an expensive consulting element should get the "ok" only through the Provost's Office. |
| Buy-Pay Processes | Medical Department Fees | I work for the medical department and often see many many "no shows" from patients, frequently the same people over and over; more "no shows" than showing up sometimes. | | Maybe a small fee for no showing should be given ???? Just a thought ! |
| Buy-Pay Processes | Paper-based processes | Efficient procurement needed - travel, credit card, DTR printing. | 1. Administrative assistants would be far more productive and waste less ink and paper if we did not have to print out one sheet per credit card transaction plus attach another sheet of paper with the receipt taped to it. We should be scanning this information for records - especially on purchases under $5000 or whatever you set the bar to. 2. The next inefficient step at MIT is to log all of the purchase information into an excel spreadsheet. Why can't a program combine both the online verification, receipt and explanation submission, AND the excel spreadsheet so that it is search able and information per individual credit card user or purchaser or GL can be looked up quickly. 3. I have tried the travel software package that is still in testing and has not been purchased yet by MIT and it is hugely helpful in the maintaining electronic receipts - using less paper department but should on a separate tab - include the purchasing card program that I described above. 4. The monthly reconciliation software needs to be fixed so that when I check "do not print cover sheet" it actually doesn't. This paper goes straight into the trash for every | (See previous column) |
| Buy-Pay Processes | Paper-based processes | Reimbursements produced on hard copy checks | | Direct deposit for facutly and staff |
| Buy-Pay Processes | Purchase Orders | At present, some vendors use one centralized Accounts Payable address for all of MIT. When AP receives an invoice, someone there must look up the purchase order, stamp the invoice, and send the invoice back to the DLCs for approval. | | It would make more sense if we encouraged all our vendors to send invoices directly to the DLCs that placed the order (clearly with the exception of ECAT or vendors where DLC invoice approval is not required.) |
| Buy-Pay Processes | Purchase Orders | (Comment ) Sending Purchase Orders directly to DLCs | | Why not do it all electronically? |
| Buy-Pay Processes | Vendor Selection | Currently MIT is paying an arm and a leg for actuarial costs through Towers Perrin. We are essentially just paying for Towers' big building down town. | Actuarial work does not have to be so costly. Finding another qualified firm that is considerably cheaper would be a tremendous benefit to MIT, and might even be able to help stem cut backs in other departments. | The institute could save hundreds of thousands of dollars by putting those services out to bid or by choosing a different actuarial firm. |
| Facilities Management | Events Registration | Process, forms, alcohol permission is time consuming. | The current system dates from the 18th century. Anyone who does not fully support this idea should be required to run the gauntlet of arranging an MIT reception where alcohol is served | Automate the process |

# Master List of Categorized Ideas, Idea Bank

| Process Category | Process Sub-Category | Description of the Problem | Negative Impact of the Problem | Suggestions for Improvement |
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| Facilities Management | Events Registration | Process, forms, alcohol permission is time consuming. | This is only part of event planning that I always dread, dread, dread! The truly dreadful paper form called the (7) Steps of Event Registration (which as we know must be completed in order) is painful to even think about...and to coordinate timing and the running around to get all the signatures in their required order. Oh well, it's all in 12 to 15 hours of work and it's more fun than a treadmill! | Automate the process |
| Facilities Management | Events Registration | The current process for registering an on-campus event sponsored by an MIT department requires obtaining multiple signatures on a four-ply paper form, from departments located all over the MIT campus. | The administrative staff-time required to get one of these paper forms signed is probably ten times what would be needed if the form were converted to a secure on-line form. In the spirit of "time is money," this could save MIT a lot of money. The last time I had to get one of these forms signed, it took easily 12 hours over a 1 1/2 week period! | Convert paper-based Event Registration to secure on-line process |
| Facilities Management | Labor Distribution | | | Move midnight staff to the evening shift, where possible, saving in shift differential pay. |
| Facilities Management | Mail Distribution | USPS Mail delivery to individual buildings | Labor involved in Mail Services Staff collecting USPS mail and sorting for departmental pick-up. | Instead of using 77 Mass. Ave. as MIT's mailing address, we change over each unit to use the street address of its actual building. Postal mail marked with that address would then be delivered by the U.S. Postal Service directly to the building, where it could be sorted and delivered internally using our existing in-unit staff and procedures. This would shift some work away from MIT Mail Services to the USPS, and allow the Mail Services staff to be reduced over time by attrition. My understanding is that this would not significantly increase staff workload, at least for those units that already assign staff to pick up the mail from MIT Mail Services and distribute it internally. This idea assumes that we could work with the city to assign a valid street address to any building currently without one, e.g., Bldg 54 (which according to http://whereis.mit.edu has the address "Access via 21 Ames Street"). |
| Facilities Management | Mail Distribution | Mail Services | Often a graduate student or admin. assistant must take time away from the office for deliveries (that could be handled by a courier). | 1) I would like to suggest that paper mail be delivered three days per week (Tuesday-Thursday) unless daily delivery is appropriate for a specific area of the Institute. The Monday and Friday mail seems quite light and Mail Services employees might be deployed to other tasks at hand at the Institute. With email and internet services job reference letters, admissions material and a variety of other correspondence come to us electronically. 2) A courier service might be considered as we have routine connections with many location universities and hospitals. |

# Master List of Categorized Ideas, Idea Bank

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|---|---|---|---|---|
| Facilities Management | Mail Distribution | MIT-wide mailings. | | If an MIT-wide mailing is necessary (as opposed to emailing everyone, which would save paper), don't put an address label on each with the individual's name and address. Just deliver the correct number of flyers to each mail stop. Saves printing the labels, and sorting each piece into the correct mailbox. |
| Facilities Management | Room Scheduling | A great deal of time is spent by graduate students, aa's and others working with building room coordinators in scheduling meeting/research locations within buildings. | Some areas of the Institute have computerized room scheduling (i.e. CSAIL) This may eliminate a lot of back and forth in securing a room and would ultimately free the time of the coordinator of the room scheduling to do other things. | 1) Make the process electronic. 2) Devote additional rooms on campus be devoted to video conferencing so as to eliminate some faculty travel costs. |
| Facilities Management | Space Allocation | Several institutions in the Boston area own buildings for keeping their own property or collections then outsource space for earned revenue. What percentage of Metropolitan Warehouse and Storage derive from MIT? | | Should MIT own and manage it owns storage facilities? |
| Facilities Management | Space Allocation | Aministrative groups and individuals are spread across the Institute. | | Could we create a building or space for most of the administrative groups? That would include everyone except Teaching & Research staff. That will create better coordination among people involved in administrative processes. Of course, people that are responsible for working directly with Faculty and Researchers need to be close to client base. |

# Master List of Categorized Ideas, Idea Bank

| Process Category | Process Sub-Category | Description of the Problem | Negative Impact of the Problem | Suggestions for Improvement |
|---|---|---|---|---|
| Facilities Management | Space Allocation | MIT is spread all over. Some owned /some leased to others/ some leased from others. Set goals and benchmarks to reduce space we presently rent/ evaluate cost of breaking each lease or possibility of subleasing. (See next column for a variety of suggestions) | (Suggestions for improvement) Increase number of MIT Telecommuters and create more hoteling space and lockers. Encourage flex time and job sharing. Experiment with Second and Third shifts that could use same space -both in spaces we own and spaces we rent. Take advantage of technology to do our daily business both onsite and offsite / webcams/ video conferences/ teleconferences -Evening classes to generate additional revenue and accommodate students that may need a day job to survive. Use any MIT owned space that has been freed up to house MIT presently in the rented properties. Creative consolidation and redesigning space to multi function or easily transformable - at start Identify rooms and space often that sits idle or empty. Underground - expand? re-purpose? -Rooftops - what else can they be? gardens? windmills? solar panels? fair weather meeting space? Clean out to create space....basements, closets and storerooms.Look outdoors....start with Parking lots:- Create a telecommuters parking lot with shuttle service. -Free up MIT parking lot and rent to a neighboring business or lease it to the town of Cambridge for a public lot. Enforce parking rules/ - compacts in compact spaces/ parking between the lines/ ticket and tow if not MIT or visitor. | Renegotiate ALL real estate leases between now and 2010 - go up if we Use the space we own over and over again. Think 24 hours, shifts, evenings, virtual, etc. Think cosy/ think shared! (See previous column for additional suggestions.) |
| Facilities Management | T-Pass Program | T-passes are handed out over the course of a few days at the beginning of each month. | | Mail to MIT or Cambridge addresses |
| Facilities Management | T-Pass Program | T-passes are handed out over the course of a few days at the beginning of each month. | | (Comment) It will all be moot once the MBTA starts accepting Charlie Cards on the Commuter Rail. Then there won't be a need for monthly pickup. } |
| Facilities Management | T-Pass Program | T-passes are handed out over the course of a few days at the beginning of each month. | (Comment) If we did this, I suspect there would be postings here suggesting we drop the expensive mailing and have folks pick up their passes themselves. | |
| Facilities Management | T-Pass Program | T-passes are handed out over the course of a few days at the beginning of each month. | (Comment) I've long thought it would be a good idea to mail passes to campus addresses. This would require a secure MIT mail service, though, an additional expense. | |
| Financial Management | Account Reconciliation | Financial Review and Control efficiency | The Audit Division is supposed to be MIT's resource on compliance with accounting standards and reporting. Many of the Administrative Process ideas suggested here would impact the Financial Review and Control procedures at the DLC level. | 1) The Audit division should offer "Efficiency reviews" of DLC FRC procedures to make suggestions regarding areas where too much paper is being saved, or too much effort is being expended on monitoring low-risk transactions. 2) DLCs should definitely not amend their Financial Review and Control procedures (for example, keeping less paper backup) without consulting with the Audit Division. |

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| Process Category | Process Sub-Category | Description of the Problem | Negative Impact of the Problem | Suggestions for Improvement |
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| Financial Management | Budget | I've been around MIT for over 30 years and have seen MIT go through one of these "cost cutting" periods every few years so and all I can say is "here we go again." But, I have to ask, is this periodic cost cutting really the best approach to managing administrative and academic costs? I don't think so. | MIT's budgeting process should be reviewed so that every division, department, section and individual is aligned and incentivized to meet MIT's mission. (see next column for four part suggestion). If this Idea Bank proves anything it is that MIT is full of inventive, smart people who care about this place. What we are missing are the budgetary structures to effectively harness that talent on a regular basis, every day, as our normal part of doing our jobs. | Reform MIT's Budgeting Process to Align with and Incentivize to meet MIT's mission. Use a 4-step approach: 1) conceptual - Do people understand MIT's mission? Do they understand their department's mission? Do they know how they contribute to their department? And if they know it, do they act on this knowledge? I think all of this can and should be much more explicit 2) measurement- Does MIT have procedures in place that measure how effectively the mission is being met? What about measuring each department's contribution to the mission? We are supposed to be a culture that values hard numbers but we don't have solid metrics on most things that we do. To critics who claim that what they do is qualitative and can't be measured, I can say that I can't get my car repaired without getting pestered with a survey about my experience. As Jack Welch said, if it can't be measured it can't be improved. Let's measure everything, from how happy our students, parents and alumni are to how many loans are processed and the number of hits that our web servers handle. If we measure what we do we can then challenge ourselves to do it better and cheaper each year. 3) control (and this where the budget process comes in). Managers don't have real control over their full budgets Instead of having full budgetary authority they are hamstrung by three items over which they have little control: head count, space assignment and line items for services provided internally by other parts of MIT. Could a department head decide to outsource all or part of her operations? Could a department "rent" cheaper space on the other side of campus or even off- |
| Financial Management | Cost of administering funds | Increase in costs to administer funds. | If the costs to administer funds have increased, then what can be done to *decrease* these costs again? Rather than funneling more money away from research and academics, what was being done (or not done) many years ago that was less expensive than the current process? How can the system be pared down to the operating costs of several years ago? | In industry, "lean managment" has been in vogue for years, with a resulting push for lower administrative costs. How can these strategies be applied to the processes used for managing incoming funds? |
| Financial Management | Employee Benefits | Align beneficiary and payor closely and simplify financial transactions | I think we spend quite a bit of time and energy dealing with charge-backs, overhead computation, fund transfers, etc. If we can align who get the benefits and who pays as closely as possible, we can perhaps reduce internal financial transactions. Also if we have a clear sense as to what things costs (transparency) and why we need something, we can better prioritize where to spend limited resources more effectively. 'Free rider' problem would be also minimized. | (Note: not clear if suggestion relates to all financial transactions or only those related to employee benefits) |

# Master List of Categorized Ideas, Idea Bank

| Process Category | Process Sub-Category | Description of the Problem | Negative Impact of the Problem | Suggestions for Improvement |
|---|---|---|---|---|
| Financial Management | Managing MIT's Portfolio of Projects | (Do the Right Work -- Managing MIT's Portfolio of Projects) Great Idea--- Let's Ditch CMS!!! Oh wait, we already did. | Even if the department stays open, the $3 million per year the department contributed to the Institute through it's own independent resources will not be available. Good luck with eliminating phone books and using thermostats to save three million bucks. | |
| Financial Management | Managing MIT's Portfolio of Projects | Chipping away in all areas vs. eliminating all programs. | | The senior administration should make some hard decisions and eliminate entire programs rather then expecting each unit to cut back 5% or more each of the next few years. There should be a review of all activities and programs at MIT to determine if they are indeed essential to our core mission. If not, consider eliminating the entire program. This should apply to academic areas and programs as well. |
| Financial Management | Managing MIT's Portfolio of Projects | Lack of alignmnent/review of a DLC's integrated program of work within the School or Division | (Doing so would) ....have a wider and more comprehensive view of the projects and programs would allow divisions to identify potential overlaps or conflicting efforts as well as helping to ensure that planned work was in alignment with the Institute's strategic goals. It would also promote the leveraging of talent at the divisional and Institute level | Plan at the division / school level and at the Institute level, as well as DLC level. |
| Financial Management | Reduce Spending | It's thrilling that MIT is 150 years old but we should not be celebrating in any grand fashion. | It would be in poor taste (to sponsor extravagant events) where people are being laid off after years of employment at MIT. | My suggestion is to cut back on some of the extravagant events. |
| Financial Management | Reduce Spending | A lot of departments spend all of their excess budget right before the end of term so that they won't get a budget reduction next year. This is unacceptable and should be punishable. | | If departments knew that there was a penalty for this, and the penalty would hurt them more than the reduction in their budget, then they wouldn't do it. |
| Financial Management | Reduce Spending | Three year budget reduction plan. | Endowments are to sustain an institution in good and bad times. Running a deficit of 25 million for a few years in order to avoid 5% cuts would seem less traumatic to the institution and marginally dangerous to a residual endowment of 7 billion. We may get away with 5% this year, but if you ask operating units for another 5% next year the disruptions and diminishment in quality of our organization will take alot longer to restore than 50 million dollars. The markets will again go up, probably by double digits within 3 years and that will add hundreds of millions to the endowment and make deficit spending in these next few years trivial in comparison. | I suggest that the call for 5% reduction in 2011 be reconsidered . |

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| Process Category | Process Sub-Category | Description of the Problem | Negative Impact of the Problem | Suggestions for Improvement |
|---|---|---|---|---|
| Financial Management | Reduce Spending | I am not sure if I want to see all the budgets at detail level. However, MIT could place some accountability for the people entrusted with resources. One of the ways to do that is to make the decision-making process transparent. There are lots and lots of committees and teams, etc. Are the people in the committees actually make decisions on spending or budget? Do people actually have 'skin' in the game? Would people be appreciated to give up resources for the greater good of the Institute? Who makes decisions based on what criteria? | This is going to be culturally tough one for MIT to deal with but perhaps this is a good moment to consider doing things somewhat differently. | I think MIT can benefit from transparent governance process in setting priorities based on mission and vision of the Institute. |
| Financial Management | Reduce Spending | A lot of the ideas in the Idea Bank are great, but most aren't going to result in the massive cost savings needed (I mean, revolving doors aren't going to save $150M). | Lack of transparency | Maybe MIT could release more detailed budget information so people could have a look and come up with ideas of cost savings and revenue enhancements. Perhaps breakdowns by department, cost object, function, etc? Or even data in a raw form that people could then take and examine? I don't mean that MIT needs to release sensitive or every little detail, like how much is spent on leaks in STATA or the income generated by the payphone in the Student Center. Just anything more specific that shows where the money comes from and where it goes. |
| Financial Management | Reduce Spending | I think the Idea Bank is great, but maybe the program should be taken a bit further. What if there was a reward for coming up with and implementing cost savings measures? A 5% reward for the overall cost savings per year that either an idea or discovery saves the institute money should be shared with the individual or team who came up with it and implemented it. | Lack of incentive to save money. | Start incentive program for starting cost savings initiatives |

# Master List of Categorized Ideas, Idea Bank

| Process Category | Process Sub-Category | Description of the Problem | Negative Impact of the Problem | Suggestions for Improvement |
|---|---|---|---|---|
| Financial Management | Reduce Spending | Lack of incentive to save money. | | We should have teams compete to develop the best cost saving/revenue enhancing ideas. Establist a Team Competition - GetFinanciallyFit@MIT. This competition would be similar to the getfit@mit competition except that the goal would be to get financially fit, not physically fit. Teams would be self selected with no more than 8 people per team. Teams would compete over a defined period of time. The ranking system could simply be that which is used for this Ideas Bank. Teams would be ranked based on the cumulative number of stars for ideas that they submitted. This competition would not only help to identify great ideas but more importantly could result in long term behavioral change, encouraging teamwork and more consideration of the financial implications related to each individual's daily work. Like the getfit@mit competition, this competition could lead to better fitness not only in the short term but long term as well. |
| Financial Management | Reduce Spending | Use of "Miscellaneous" as spending category. | | Audit all department expenses closely and give every expense a name other than "Miscellaneous" so the Institute avoids costly mistakes, can determine if the expense was really necessary and cut costs where necessary. |
| Financial Management | Reduce Spending | How to control costs while preserving MIT's mission. | | I recommend that the Institute begin a Lean transformation project at least across all administrative services. Sloan School has a group or program called Lean Advancement Initiative (LAI), and several key Lean thought leaders are alumni, so MIT has some really deep expertise in this approach. While the Lean approach was initially applied to manufacturing operations, in the past 2 decades it has been widely applied to services, administrative functions, and industries such as health care and finance. In addition to (I think) being the most effective way of controlling costs while preserving value, MIT could continue its thought leadership in this field, which could then feed back into course offerings at Sloan or other schools/departments at MIT. |
| Financial Management | Reduce Spending | Unnecessary conference travel. | Why have 3 people in the same department go to the same conference? We should limit people to one conference per year. Directors should not be allowed to attend 4-5 conferences per year as they do in my department. When you total travel, cars, hotels, meals, and time x 4, it can equals 1-2 people's salaries. | The Institute should limit attendance at conferences. |

# Master List of Categorized Ideas, Idea Bank

| Process Category | Process Sub-Category | Description of the Problem | Negative Impact of the Problem | Suggestions for Improvement |
|---|---|---|---|---|
| Human Resources Management | Employee Benefits | Low returns on Fidelity Retirement Fund. | Knowing that many staff are having MIT match their Fidelity retirement fund - it seems both staff and institution are taking a loss on their return during this economic slump. | Perhaps MIT could put matched funds into an employee MIT Credit Union account until this stock market loss turns around. |
| Human Resources Management | Employee Benefits | Travel time to medical/dental care off campus. | I think the resources are pretty maxed out but it's also possible to increase utilization rate of personnel and fixed costs. | Allow access to MIT Medical facilities/doctors, people with plans other than MIT Medical Health Plan. |
| Human Resources Management | Employee Benefits | Self insurance on medical/prescription and dental | Is MIT big enough to self insure for medical/prescription coverage and dental coverage? One of the companies I used to work for had this and the company and employees benefited from it based on reduced overall cost and efficiencies in the processing costs. | If we are not big enough, perhaps we 'team up' with Harvard and MGH? |
| Human Resources Management | Employee Benefits | Self insurance on medical/prescription and dental | (Comment) MIT DOES self-insure for medical/prescription coverage, they just pay organizations to administer the plans. | |
| Human Resources Management | Labor Distribution | MIT does not take advantage of scale of economy for administrative support. | | Instead of having dedicated admin support for each DLC, MIT can establish an administrative support services with DLC-specific resources (like 'account support'). This will provide continuity of available resources while providing some level of resource management flexibility. |
| Human Resources Management | Labor Distribution | (Comment) MIT does not take advantage of scale of economy for administrative support. | When SAP was introduced to the community it was envisioned as a tool to support just this sort of clustering. Unfortunately the reorganization part didn't happen. | An argument for the SAP Enterprise System. |
| Human Resources Management | Labor Distribution | While some MIT staff are continually busy (overwhelmed), for some, the work is cyclical: overburdened at certain times of year, with a slack workload at other times, and this varies from office to office and even duty to duty. | (Potential problems with creating a voluntary job bank): (1) conflict of interest between an employee's regular position/department and the office requesting work (e.g., a staff member involved in helping process tenure cases at the department level probably shouldn't do similarly at the level of Central Administration); (2) resolving pay discrepancies (e.g., if a "temp" position would normally pay less/more than what that employee normally makes); (3) resolving source of pay issues (this could probably be handled similarly to how the Institute reimburses accounts for an employee's vacation/sick time); (4) the desire on the part of some supervisors to engage in hand-to-hand combat to prevent others from "using/stealing/borrowing" "their" staff person(s). (Perhaps we could give them boffer swords, film the ensuing fight, and put it on MIT Cable.) | It might be worth exploring the feasibility of a *voluntary* "job bank" of sorts for staff, intended to put employees where they are most needed. A staff person (with supervisor permission) could, at pre-determined idle times (e.g., times when it's a given that the workload will be minimal), post that they're available, whereas a busy office that would normally need to get temps would post positions where an extra body is needed for a day or two or three. The idea is that, before resorting to a temp agency, an office could see if a staff member is already available within the Institute to help them out. Potential advantages: (1) reducing cost to temp agencies; (2) exposure of MIT staff to different departments/areas; (3) cross-training of MIT staff to provide more knowledge of both other department functions and possible job skills |

# Master List of Categorized Ideas, Idea Bank

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| Human Resources Management | Labor Distribution | Seems like 9/10 most popular ideas right now involve saving paper, which is an admirable goal, but I don't see how it will allow MIT to cut 15% of our budget in three years. Instead, I'm no expert on the minutiae of MIT's administrative system, but it seems like there's a lot MIT could do to streamline offices and programs, at no expense to the student, and save thousands of dollars in operating costs. | | MIT should take a long, hard look at the various offices, programs, and committees that keep the Institute's cogs turning and see if some of them can be combined or streamlined. For instance, MIT seems to have separate offices for "Environment Health and Safety" and "Environment, Health & Safety Management Systems," "Environment, Health and Safety Policy," "Environmental Programs," "Hazard Assessment and Control Program," "Industrial Hygiene Program," and "Regulated Waste Management." Would it be too crazy to combine some of these, or all of them, under one roof? Call it the "Office of Environment Health, Safety, and Policy." At the very least, this kind of streamlined management could save costs on HR, paper, energy, infrastructure, and maintenance. Maybe we could combine the "Ombuds Office," "Office of the General Counsel," and "Technology Licensing Office" under one "Legal Policy Divison"? Or "Controller and Accounting Services" and the "MIT Investment Management Company" under a broader "Finances" office? Do we need an "Institutional Research" office AND "Vice President for Research" office? Whatever you do, don't make a new "Committee for Administrative Evaluation" or "Office for Administrative Management." Use what's in place already. |
| Human Resources Management | Labor Distribution | Standard process is certainly very important. Having same set of people dealing with multiple DLCs would certainly help ask questions as to why resulting in a better process. In addition, with larger pool one could naturally expect better peer support, career development/mentorship, etc. Also this will help with smaller departments as well as start-up centers. | If individual departments and MIT want to do things differently, it would naturally cost more for process to run and evolve over time. | Have same set of people deal with multiple DLC's. |

# Master List of Categorized Ideas, Idea Bank

| Process Category | Process Sub-Category | Description of the Problem | Negative Impact of the Problem | Suggestions for Improvement |
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| Human Resources Management | Labor Distribution | Administrative collaboration with other universities. "Yeah, I know. You've already put your fingers in your ears and started singing "MIT was MIT when Harvard was a pup." There are millions of dollars at stake here. Not every university administrative service needs a complete duplicate a few miles away. Some services are run very well by MIT and can scale up to cover Harvard's needs, on their dime. And vice versa. Administrative collaborations are already happening elsewhere on a smaller scale (Claremont University Consortium in California, Shared Services Consortium in Pennsylvania, etc.). There is no risk to MIT's unique educational mission." | | Ccollaborate with Harvard on administrative services |
| Human Resources Management | Labor Distribution | Administrative collaborations with other universities. | | How about collaborating with BU and Tufts? Brown and Bacow were MIT folks. |
| Human Resources Management | Labor Distribution | There are several centers across the campus with a common theme/focus. | This will only impact MIT's budget if the various centers are not independent administrative entities. | Review all the admin support that is attached to each center vs. any available benchmarks and assess if folding into a central pool for a theme (e.g. all neuroscience related research) makes sense. |
| Human Resources Management | Labor Distribution | There are too many decentralized systems at MIT which means duplication of work and cost - there should be more centrally orchestrated systems created to streamline work. | | Some suggestions: core facilities billing that links to the accounting system for account verification, staffing database linking personnel with their location and resources needed/attached to them, other support database, etc. |
| Human Resources Management | Labor Distribution | There are few institutionalized ways for staff to collaborate on programs- it's all very hit or miss. There should be a framework and expectation that different programs collaborate. | | Institutionalize collaboration |
| Information Technology | Software | Departments often create custom solutions to make certain administrative process more efficient. These solutions are often open source. Solutions created for one department may be easily re-purposed for another. | | Share Custom Developed Open Source Software. Creating a way for people across the MIT to be aware of custom developments and finding opportunities to share these would help cut costs. |
| Information Technology | Support | "Respectfully, have you called an outsourced helpdesk lately? I'm a student who works at MIT's helpdesk... and I promise, the treatment I've gotten when I have had to call "outsourced" tech support is not stuff I'd get away with at work here at the MIT helpdesk... plus being from MIT we understand the systems used here better and we work a lot harder to help fellow MIT people than random outsourced workers would." | | |

# Master List of Categorized Ideas, Idea Bank

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|---|---|---|---|---|
| Information Technology | Video-conferencing | Cost of travel vs. video-conferencing | | A great way to save travel and telecommunication cost is to use a reliable and cheap web/tele conferencing tool. Here at MIT, our group have developed a well featured tele/web conferencing tool. Our tool has reduced MIT LFM and SDM programs 2/3 of their tele/web conferencing costs. We would like to extend our service to other departments that also use teleconference, save on cost and enjoy many of our great features. |
| Information Technology | Video-conferencing | There are thousands (airfare/train and hotel) of dollars spent per seminar to allow professors to travel to different universities (similar heavy expenses are on grad student flyouts, although there is the trade-off that the grad admits usually come with NSF or other funding). | (Benefits of.....)Video-conferencing for the department seminars would not only eliminate this very large cost, but it would also make it possible to add discussions of working papers to OCW, which would be terrific for undergrads who tend not to be aware and/or not have space to attend these events, as well as grad students/professors unable to attend due to busy schedules. | Organize with other universities to limit seminar flyouts. |
| Information Technology | Video-conferencing | Cost of travel vs. video-conferencing | | Encourage DLCs to minimize travel expenses by using video conferencing services on campus, or in creating their own space instead of spending money on travel. Have Institute sponsored funds for DLCs that do webcasting to minimize travel. |
| Information Technology | Video-conferencing | Cost of travel vs. video-conferencing | | Instead of traveling to a meeting location, try one of the many video conferencing services available (webex, ichat, etc.) |
| Information Technology | Video-conferencing | Cost of travel vs. video-conferencing | Video-conferencing software and equipment are sometimes difficult to set up given the variety of computers and systems, but it's great when it works. | Phone conferencing is also an option. |

# Master List of Categorized Ideas, Idea Bank

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| Other | Alumni/Fundraising Tool | Minimal benefits exist related to use of the MIT Alumni ID card | Alums find the Alumni MIT ID card a useful memento, and the ID Card office is willing, with proper identification, to issue one on email request as well as in person, though email request is not publicized. | Why not make this a fundraising tool?--provide a much wider group of services and suppliers internationally who, on presentation of an MIt Aumni ID card number or the showing of the card in person, will offer both a discount to MIT alumni and also a contribution to the Alumni AssociationAlumni who are in key executive positions at potential participating firms might be particularly receptive to this idea. One could also copy the exchange policies of many of the best private clubs--in this case for an annual fee the card would permit access to partner alumni association facilities such as the Harvard Clubs, etc. If there are MIT alumni in leadership positions at airlines, perhaps airline lounge access could also be provided as a benefit of contributions to the Alumni Association. In this time of economic slowdown and recession, there is a wide variety of benefits that could be added to the Alumni ID as a fundraising device either for an additional annual fee, or for various contribution levels, along the lines of those benefits offered by public television stations that are tied to contribution levels. MIT already has an institutional discount arrangement with AT&T Mobile. Similar arrangements could be entered into with national ISPs such as Time-Warner Cable, AT&T itself, etc. for internet services. Yet another addition to make the card itself more useful might be the addition of a physical format and chip to make it compatible with farecards used in public transit, including the ability to store deposits and debit them as the card is used. This need not necessarily be limited to the Boston/Cambridge area. |
| Other | Idea Bank | Can not post comments to Idea Bank anonymously | Lack of confidentiality | Please make it so that comments can be posted anonymously. |
| Other | Idea Bank | Can not post comments to Idea Bank anonymously | (Comment) Going wholly anonymous with suggestions and comments is not a good idea. If you can't stand behind your idea or comment with your name, you probably shouldn't be making it. Anonymously posted ideas and comments will likely lack the same considered thought process than those where the writer must attach their name. It also seems detrimental to community spirit; it would be nice to know which of our colleagues may have had an idea that we can chat them up about when we see them. | |

# Master List of Categorized Ideas, Idea Bank

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| Other | Idea Bank | MIT Idea Bank Response Notifications | | Provide a way for users to receive notifications of Idea Bank post responses easily via email, web hook, or other means. This will keep users engaged in the site and will improve community involvement, idea generation, discussion, and response rate. Clearly, a significant amount of effort has already been put into the MIT Idea Bank (and it's really cool!). It would be a shame for it to wither and die. The stickier the site, the better. |
| Other | Idea Bank | MIT Idea Bank Response Notifications | (Comment) Clearly not everyone thinks this would be a useful feature for this site. Why is that? If you're tempted to vote this down, could you leave a comment explaining why this would not be a Good Thing? Perhaps you think it's an OK idea but won't have much impact? Software cost is very small compared to procedural or hardware costs. Clearly time and money have gone into the Idea Bank. This feature would cost maybe $300 total in programmer time and would multiply the utility several times over (for those who use the feature). If you're posting with certificates (comments or ideas), your username and email address are already known from the SSL certificate. How is this bad? | |
| Other | Project Management | All departments, labs, and centers (DLCs) engage in the definition, development and delivery of projects and programs -- that's how we get our work done. Providing some standard approaches to addressing these steps (working smarter) along with a support mechanism to get folks started and help them remain on-course, would greatly boost our ability to get this work completed as planned. Industry research (including Gartner) cite the need for solid program / project management practices to succeed during our current economic challenges. | | Work Smarter -- Program/Project Management Standards and Support at the Institute Level. |
| Other | Task Force Communication | Potential lack of communication between (new) task force sub-groups and committees that have already examined the problems. | | Make sure Task Force consults with committees, such as the DUE/DSL collaboration committee. |
| Other | Unused Library Cards | I found a stash of old library copy cards; surely I'm not the first to make such a discovery! They are no longer valid and technically it's past the point that they can be converted to Tech Cash (for Copy/Print Only). I don't know how much remains on any of these cards but it won't be more than a few dollars. | | Let me donate the cards, and let the equivalent funds be put into some kind of (admittedly small-scale) slush fund or funds at MIT. This is not an idea to save money at the MIT level, but a way to share what we have at a human scale. MIT is right to look for ways to cut costs and streamline operations, but we should all look for ways to help others, in a way that we can as individuals. |
| Other | Unused Library Cards | | | (Comment) Unfortunately, the old cards can no longer be read. However, we are recycling the cards, please send them to: Document Services, 14-0551, or contact docs@mit.edu |

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| Other | Visiting Committees | Expense and effort related to Visiting Committees. | | Go to a longer visiting committee rotation. |
| Printed Materials and Distribtion | Advertising | I saw posters in the Med Center that said "Greening MIT" with a picture of the tree. These posters had *nothing else* on them. This is a waste of paper. If people want to get their brand out to the Institute, they should make sure the posters are at least useful - include a URL, a fact, a policy or some other useful information as well. Otherwise, don't waste the paper just to get your name out. | | Posters should be useful, "Branding" posters should be eliminated |
| Printed Materials and Distribtion | Advertising | Cost of paper for applications and advertising. | | Use the web more. |
| Printed Materials and Distribtion | Course Catalog/Telephone Directories | Cost of printing MIT materials. | (Comment) Same goes for print course catalogs, in my opinion. Who actually uses these? | |
| Printed Materials and Distribtion | Course Catalog/Telephone Directories | Cost of printing directories. | (Comment) In the past 3+ years I've been here our Departmental Office has never received any phone books. I presume this is already in place. | |
| Printed Materials and Distribtion | Course Catalog/Telephone Directories | Cost of printing MIT materials. | (Comment) While opting in sounds like a good idea, I think it has to be an all or nothing situation. I am assuming the majority of the costs of producing the printed directories, catalogs, newpapers, etc. is the set up costs. The cost difference between printing 100 books or 1000 is probably not that much compared to the cost of printing none. | |
| Printed Materials and Distribtion | Course Catalog/Telephone Directories | Cost of printing directories. | (Comment) MIT doesn't pay to print the directories; they're funded through the advertising sold by the publishing company. | |
| Printed Materials and Distribtion | Course Catalog/Telephone Directories | Cost of printing directories. | (Comment) I completely agree. In our mail room, there are boxes of institute phone books that are just going to waste. I pick a couple up for my office just to feel like they are not completely wasted. I never use them, though I have seen people look up phone numbers in them. | It seems that printing a much smaller number of faculty phone books would suffice. |
| Printed Materials and Distribtion | Course Catalog/Telephone Directories | Cost of printing directories and catalogs. | (Comment) My office produces the phone books and catalogues, and I agree. To clarify a point regarding the phone books, MIT doesn't pay to print the phone books; the printing cost is paid for by the sale of ads by the directory publisher. Though we have reduced print runs several times in the past few years, we still have too many left over at the end of the year. | An opt-in system could be put in place on SAPweb, through which people could choose to receive only those publications they need. TechTalk and Spectrum could be included in the list, as well as regular mailings by MITAC, IS&T, CWFPL, List, and others. Each year, when we are asked to verify our personal information via SAPweb, we could update our opt-in preferences as well. Mailing lists could be generated from there. |
| Printed Materials and Distribtion | Course Catalog/Telephone Directories | Cost of pritinting directories. | | 1) Distribute only to people who actually use them instead of to everyone. 2) There should be a signup to receive phonebooks, and printing should be done only in the range of requests. |

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| Printed Materials and Distribtion | Course Catalog/Telephone Directories | Each living group receives a large number of institute phone books and possibly still course bulletins, which both contain information that is extremely easy to find on the website (web.mit.edu people search and student.mit.edu). | These printed books are generally recycled or thrown away without being used, which is bad for the environment in addition to being a way of throwing away money that could be saved for printing costs. | Encourage use of existing on-line information. |
| Printed Materials and Distribtion | Course Catalog/Telephone Directories | Cost of pritinting directories. | (Comment) Everyone in my building does a person lookup on web.mit.edu . If the print vendor offers a print-on-demand arrangement, it would be easy to print a conservative first run and adjust up, rather than overprint and adjust down next year. | Print a couple of copies for reach reception desk, plus to those who request it (opt-in). |
| Printed Materials and Distribtion | Document Retention | MIT has lots of paper, data around. In most cases, it is not clear as to how long we keep them around. We have duplicate data, reports, etc. We can probably save lots of money/space/resources by knowing how to classify information and develop clear record retention schedule. | MIT would need to identify ownership of data for definition, classification, usage and retention along with associated processes. | Develop and execute appropriate information management (classification, retention, storage, etc.) |
| Printed Materials and Distribtion | Document Retention | Many departments keep "stuff." There are policies at MIT for record management - but some departments keep stuff and pay for off-site storage or occupy prime real estate for its storage. | Keeping stuff that is of no longer of use is only an expense and if not properly care for - degenerates and becomes useless. | 1. Clean out the store rooms and reclaim valuable space or at least stop paying for it! 2. Perhaps a retention policy for objects should be explored. |
| Printed Materials and Distribtion | DTR's | Printing monthly statements | | Lots of businesses (banks, etc.) now have an opt-out or opt-in program for paper statements, and have e-statements of some kind as an alternative. This seems like a good way to reduce monthly mail volume and save on paper and postage, while allowing those employees who prefer the paper statements to retain them. |
| Printed Materials and Distribtion | DTR's | Printed monthly statements | PC volume reports and monthly satements reports use a lot of paper. | Use on-line options for viewing. |
| Printed Materials and Distribtion | DTR's | Printing monthly summary statements | If you only have a few accounts to review/manage, it might be possible to review statements online. But in my department we have over 200 research accounts that need to be reviewed each month - we'd go blind if we tried to review them all online! If MIT stops printing these monthly statements, this will only shift the cost of printing from a central department to the DLCs themselves. | |
| Printed Materials and Distribtion | Events Annoucements/Invitations | Paper invitations for department and MIT events | Hard copy invitations results in costs of printing, production, and distribution costs. | Retire paper invitations for department and MIT events in favor of free invitation services such as evite, pingg, or facebook. This would save a lot of human effort in managing events, RSVPs, and reminders. |
| Printed Materials and Distribtion | Events Annoucements/Invitations | Paper invitations for department and MIT events | Hard copy invitations results in costs of printing, production, and distribution costs. | Maybe consolidating all the invites on a public portal page would also be a great thing as it would present all the events in a single location versus a batch of e-mails. |

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| Printed Materials and Distribtion | Events Annoucements/Invitations | All the mass mailings of printed post cards/flyers are a tremendous waste. | Most of this stuff is tossed (or hopefully recycled) immediately. | If it is necessary to communicate to all members of the MIT community about an upcoming event a simple email with an embedded url or attached .pdf would suffice. |
| Printed Materials and Distribtion | Events Annoucements/Invitations | I get almost literally TONS of junk mail from other MIT offices (e.g. paper lists of training opportunities that I can access through sapweb, MITAC fliers). | I have tried on several occasions to get myself off of these mailing lists and have been repeatedly told that offices simply request a list of all employees and addresses from mail services, so I cannot remove myself from the list. When I have called mail services, they have claimed that they cannot maintain separate lists of employees for work/MIT policy related mailings as opposed to unsolicited event/project/departmental mailers. | Surely, if the federal government can manage a nation-wide opt-out phone/mail lists, MIT can manage an opt-out list for interdepartmental mailings. This would substantially reduce mail services work load, I would think, as well as supporting the Institute's environmental priorities. |
| Printed Materials and Distribtion | Events Annoucements/Invitations | The amount of mail we get for internal communications is huge. | Costly | Reduce printed mailings to only legal requirements; I'm sure MIT would save a ton of money. |
| Printed Materials and Distribtion | Events Annoucements/Invitations | MITAC mailings | Printing and labor costs; not eveyone wants a copy. | Use of electronic options. |
| Printed Materials and Distribtion | Events Annoucements/Invitations | MITAC printed flyers sent to all members of the community, in addition to availability at central location in Stata, and a web-site, and e-newsletter. | Today, I noticed very many of them in the recycling bin. it doesn't seem an effective use of our resources. | Do not send to the community. |
| Printed Materials and Distribtion | Events Annoucements/Invitations | MITAC printed flyers | (Comment) The MITAC printed flyer is among the few inter-office mail promotional materials that I actually read and save. Even though I read the email announcement, I post the flyer on my wall for easy reference (like the upcoming Red Sox lottery games). And it's not nearly as costly to produce as the glossy, expensive stock, multi-color materials that many other offices produce and send. And I'm happy to relieve any burden on the MITAC staff (who do a great job!). But I did want to say that I, for one, do use this flyer, while I immediately throw 99% of the others I receive into the recycling bin, without even reading them. | (Having said that, ) if it's agreed that it's a worthwhile cost savings to eliminate the flyer, I don't object. |
| Printed Materials and Distribtion | Events Annoucements/Invitations | I pick up and deliver mail for my department of about 100 people including faculty, post doc, visitors and graduate students. What a waste of paper and $$. | I have tried to remove former visitors from mailing list to no avail. | 1. establishing a web page to remove people from master listing for hard copy mailing within MIT, after they leave or are not interested in receiving these mailings. 2. Stop all the hard copy notices from various department from invitations to function, notices like MITAC, MIT medical updates, etc. 3. Send emails of invitation to various functions. 4. Departments should set-up web-sites for opt-in options for publications/announcements etc. |
| Printed Materials and Distribtion | Events Annoucements/Invitations | MITAC printed flyer | I read the MITAC email so I don't need the printed flyer as well. | This is just one example of the printed materials that could be eliminated. |
| Printed Materials and Distribtion | Events Annoucements/Invitations | As an alumna I'm getting information on my upcoming reunion by snail mail. | I know there are people who prefer this but….. (see suggestions for improvement) | It should be fairly easy to set up a way for alums to opt-out of paper mailings and get everything electronically. |

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| Printed Materials and Distribtion | Events Annoucements/Invitations | I get almost literally TONS of junk mail from other MIT offices (e.g. paper lists of training opportunities that I can access through SapWeb, MITAC fliers). | I have tried on several occasions to get myself off of these mailing lists and have been repeatedly told that offices simply request a list of all employees and addresses from mail services, so I cannot remove myself from the list. When I have called mail services, they have claimed that they cannot maintain separate lists of employees for work/MIT policy related mailings as opposed to unsolicited event/project/departmental mailers. | Surely, if the federal government can manage a nation-wide opt-out phone/mail lists, MIT can manage an opt-out list for interdepartmental mailings. This would substantially reduce mail services work load, I would think, as well as supporting the Institute's environmental priorities. |
| Printed Materials and Distribtion | Events Annoucements/Invitations | Many departments host speakers and seminars, and each time I receive an email, there is a new spiffy picture, layout and font. | Graphic design is expensive. | Just pick one layout and stick with it. |
| Printed Materials and Distribtion | Financial Paperwork | (Wasted paper) especially in the Cashier's Office when DLC's send us their cash vouchers, they request a paper receipt. | This is unnecessary when the posting's hit their account immediately, they can view it on line. | |
| Printed Materials and Distribtion | Financial Paperwork | I agree with your gripe about the extra paper wasted when printing in SAP. | | The best solution to that is to recycle the excess paper. |
| Printed Materials and Distribtion | Financial Paperwork | Distribution of DTR's. | I agree that I do still need to print out my statements sometimes - but I do not need them mailed and shrink wrapped every month. In fact by the time I receive them in the mail, I've already printed them myself. | Eliminate printing of DTR's by central admin.; let DLC's print when necessary. |
| Printed Materials and Distribtion | Financial Paperwork | Why do administrative and financial process get to print triplicate of everything, but researchers can't even get papers on, well, paper any more. | As I understand it, SAP printing is the flakiest and most maintenance-needy part of MIT's printing infrastructure. | 1) Take an afternoon off work and hang out in a research lab ... if nothing else it will remind you why we're all here. 2) A better solution is to streamline the administrative processes to get rid of paper that's only going to be sent internal to MIT, and let the creative workers continue to have access to resources that let them do their research and further the goals of the Institute. |
| Printed Materials and Distribtion | Internal Publications | Cost of printing MIT materials. | The amount of paper junk mail that gets sent around, including fancy designed brochures, is shocking. | More than opt-out, we should have stringent budgetary requirements on the amount of money that programs can devote to internal publicity. |
| Printed Materials and Distribtion | Internal Publications | I get high-end brochures for students who graduated over a year ago. | This is a huge waste of paper, printing services and time. | End them, end the mailings now, today.... |
| Printed Materials and Distribtion | Internal Publications | It seems that a LOT of paper is being wasted with the printing of papers/books/flyers, etc. | My office get 75 copies of Tech Talk and maybe about 4-5 people actually read it. Most people use the online directory to look up numbers and addresses on campus. | Why not look into printing less copies of these and the all campus mailings could easily be seen in an email instead of paper - Artists behind the desk, Arts and Crafts, exhibitions and such - send 1 or 2 posters to be placed in the office area instead of a paper for each individual. |
| Printed Materials and Distribtion | Internal Publications | I must receive at least on piece a week for something that could be sent via e-mail, or posted on the web. | | Use electronic options. |
| Printed Materials and Distribtion | Internal Publications | Technology Review | | Make the Technology Review available online only to alumni as a default. Require special request (and maybe even payment) to actually get the printed version. |
| Printed Materials and Distribtion | Internal Publications | Technology Review | Many of us have no interest in Tech Review and would be very happy to only receive the alumni magazine part of it. | Let us choose whether we want the entire kit-and-kaboodle or only the alum magazine, and whether we prefer paper or electronic versions. |

# Master List of Categorized Ideas, Idea Bank

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| Printed Materials and Distribtion | Internal Publications | Technology Review | (Comment) Likely Tech Review gets high ad rates due to the MIT alum base. So dropping subs to alums may save print and mailing costs but may also reduce ad revenue even more. | Better might be to allow alums to opt in or out of the TR section, the MIT section, or all of it. This may even raise the ad rates since the sub base is more targeted and likely to read the pub. Plus it saves print and distribution costs and paper of course. |
| Printed Materials and Distribtion | Internal Publications | Large glossy publications such as Technology Today, Spectrum, MIT Medical newsletters, etc. can be published exclusively online with email announcements. | | Publish online with e-mail annoucements |
| Printed Materials and Distribtion | Internal Publications | From Monday to Wednesday morning of this week, I have received a multi-page, 8.5"x11" publication from IS&T, made of heavy-type paper, and a multi-page 18"x12" (approx.) publication from Spectrum, made of gloss-type paper. Moreover, so did the other 9 people in my office. My challenge to MIT is this: in such a wonderfully fertile academic research environment as MIT, why don't we boldly reduce our spending on printed publications (especially those that are meant for Institute faculty and employees), and reinvest in media technology and greener information distribution techniques? Before printing a publication, we should ask: could I get my message across via email, the MIT website, or perhaps electronic media in the Stratton Building, the Infinite Corridor, or the Stata Center? Is MIT's current array of electronic media sufficient to deliver messages across campus? How could a more robust media array support other MIT information functions, such as campus emergency messages, severe weather alerts, or -- more pleasantly -- reminders about an MIT community picninc? We should also ask, is MIT's paper recycling program meeting expectations for waste management (i.e. is the Institute actually recycling as much as our current recycling system will allow)? Do we have an Institute "goal" for recycling, based on historical data of printer/copier paper purchases? If the answer to these questions concerning paper recycling is "no," then this very likely means that we are not recycling as much of our own printed/produced material as we think we are. And this of course means that we | Paper waste and several costs associated with the raw materials required to produce the many publications circulated via the MIT mail system. I have no idea how much money this could save the Institute, but over time the savings could be surprisingly large. | My recommendations are: 1) boldly reduce Institute publications, 2) replace those publications with on-line information or electronic media on campus, 3) invest in a more robust array of electronic media throughout Institute common areas, 4) invest in research for smarter technologies to deliver information to Institute faculty and employees. Think: how will the Institute communicate in the year 2025? Will we be as dependent on paper as we are today? |
| Printed Materials and Distribtion | Internal Publications | SPECTRVM (stop printing) | | Put it on the web! Send an electronic copy! |
| Printed Materials and Distribtion | Internal Publications | SPECTRVM (comment to stop printing) | | (Comment) SPECTRVM is on the web if you follow this link: You can opt-out of receiving a print version by emailing SPECTRVM with your request: spectrum@mit.edu |

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| Printed Materials and Distribtion | Internal Publications | Technology Review | (Comment) I suspect the reason why Tech Review is sent out has to do with its effectiveness in soliciting donations. So, not sending it out would kind of defeat that purpose. | |
| Printed Materials and Distribtion | Internal Publications | Every time a new issue of "Technology Review" comes out, my living group at MIT receives a big box of the glossy, colorful magazines, which make their way to the trash soon after. | It seems wasteful and expensive to send out these magazines to students and alumni who aren't going to read it, or would prefer to read it online. | At the very least, only send one per residence. |
| Printed Materials and Distribtion | Internal Publications | Number of printed copies of the Tech | I see stacks upon stacks of old ones on Thursdays and Mondays. | Print fewer Tech copies to begin with. |
| Printed Materials and Distribtion | Opt-out/Opt in | Unwanted materials | (Comment) So many books end up having to be recycled. It would be great to get a much more accurate number of printing needs. We'll know that people will want and use the books they get. | |
| Printed Materials and Distribtion | Opt-out/Opt in | Many things are mailed to peoples' homes and to interdepartmental mailboxes. | This costs the Institute money with time, postage and man hours as well as being bad for the environment. | Send electronically or set up site to to obtain payroll check stub, and MITAC flyers. |
| Printed Materials and Distribtion | Opt-out/Opt in | Too many paper-based processes | In our department alone we could save trees, printers, electricity and much more if our camp forms, student athlete forms, athletic trainer forms, and other forms requiring signatures were electronically based. As part of the agreement with MIT, the departments would be asked not to print any form unless absolutely necessary. The data should be accessible through a database or an email message. This would also help security as there would not be file cabinets and offices and cubicles full of paper information.I believe at one time there was a forms project in IS&T | MIT could invest in a service that would give departments with paper forms the ability to do them electronically. |
| Printed Materials and Distribtion | Opt-out/Opt in | Printing and distribution of unwanted MIT information. | | Create a page on SAPweb Self Service to allow people to opt-in to select only those publications and announcements they wish to receive. The list could include the course catalogue, the phone directories, Spectrum, Tech Talk, the IS&T newsletter, announcements from List, the Center for Work, Family and Personal Life, MITAC, and others. Such a facility would eliminate the need for departments to maintain their own mailing lists and would ensure that office addresses are up to date. It also would allow them to quickly--and more accurately--estimate print runs. The default could be that no one receives anything unless he/she requests it. |
| Printed Materials and Distribtion | Opt-out/Opt in | I have a quick suggestion for how to save costs: I routinely get attractive glossy publications from MIT (sometimes only a short card) advertising the latest lecture series or program popping up somewhere on the MIT campus. | The vast majority of these things are not of direct interest to me. | It strikes me that a significant amount of money could be saved if this type of information were posted electronically. Caltech recently made a transition of this kind in how it disseminated information, and it was very effective. |
| Printed Materials and Distribtion | Opt-out/Opt in | Printing and distribution of unwanted MIT information. | (Comment on suggestion to create Opt-in option on SAP-web) If such publications become opt-in only, many interested people will miss out because they didn't know about the opt-in option. | A centralized opt-out option could be very useful. |

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| Printed Materials and Distribtion | Opt-out/Opt in | Comment on opt-out methodology | Maintaining the opt-out list would require a lot of someone's time, energy, and money in setting up and maintaining both the opt-out system and the communication with the community about how to opt-out. | Instead of opt-out, let's just put restrictions on mailings. This would cut back on printing and designing costs, reduce the burden on MIT's internal delivery service, etc. |
| Printed Materials and Distribtion | Paystubs/W2's/Reimbursements | When I started working at MIT, I was extremely surprised to see how paper-driven it still was for many things. For instance, every month I still get a paper advice for my directly deposited check, causing me to have to file them as they are unavailable online. And I was also extremely surprised to see any reimbursement checks I received printed versus direct-deposited to my account. In previous jobs with previous employers, reimbursements would be direct deposited into my payroll account by default, which was a huge time saver for both me and for my employer. In fact, I remember the cost of printing was over eight times higher due to all the overhead in printing, mailing, reconciling, etc. It seems like a relatively easy win, I think. | I don't feel comfortable always having a paper form of my information out there that could potentially end up in the wrong hands, which I feel would be easy if I accidentally tossed my advice in the recycle bin and so on. | Eliminate paper version of paystubs and reimbursements. |
| Printed Materials and Distribtion | Paystubs/W2's/Reimbursements | Mailing pay-stubs to people's homes. | | Stop mailing pay stubs or checks to people's homes; especially since the price of stamps is going up. |
| Printed Materials and Distribtion | Paystubs/W2's/Reimbursements | Paystubs and W-2's mailed instead of e-mailed | | I would appreciate if the stubs (and W2 forms) could arrive via email. Then I could save or print them if I wanted. |
| Printed Materials and Distribtion | Paystubs/W2's/Reimbursements | Currently, employees who have their salary direct deposited receive paper-copy statements mailed either through interdepartmental or US mail. | | Using similar software as financial institutions, could we receive e-statements instead? |
| Printed Materials and Distribtion | Paystubs/W2's/Reimbursements | Currently, employees who have their salary direct deposited receive paper-copy statements mailed either through interdepartmental or US mail. | | (Comment on electronic distribuion) That's how my employer does it. Can't say I miss paper statements at all. If I really need one, I can always print it out. |
| Printed Materials and Distribtion | Paystubs/W2's/Reimbursements | Paystubs and W-2's mailed instead of e-mailed | (However), I do worry about the cost it would take for MIT to set up its own version of e-statements. | I would love to receive email notification of my payments, since email is my primary form of communication anyway. |
| Research Admininstration | Cost-recovery | Abandon the cost-recovery model at MIT and subsume those entities and groups currently operating that way into the MIT operating budget. Studies have shown that self-producing is less expensive in the long run than is outsourcing production, even if said outsource locations are contained within the larger entity. | | |

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| Research Admininstration | Cost-recovery | (Comment ) We work in an educated community and we need to be able to supply evidence that this would indeed save money. While I agree that the cost recovery model has flaws we need to be able to show how it fails. For example, if we calculate how much time it takes in overhead to manage and bill internal clients we may find extra bandwidth to help more people on campus. | | |
| Research Admininstration | Cost-recovery | (Comment) Transparency on this issue would be welcome. | | |
| Research Admininstration | Fund Fee | The current 10% fee with its many exceptions has been in place for a long time while MIT's costs to administer funds and process transactions has increased. | | Raise the "Fund Fee". |
| Research Admininstration | Indirect Cost Rate | MIT distinguishes between capital and minor equipment, and the way in which this distinction is made causes anyone who has a grant account which is charged overhead to waste their money as well as MIT's. The most obvious example is computer equipment. Computers that cost $3000 or more are "capital (major) equipment" and are not charged overhead. Computers that cost less than $3000 are "minor equipment" and charged overhead when applied to most grants. The prevailing overhead rate is around 68% right now. This means (approximately -- I'll treat the overhead rate as 2/3 to simplify the numbers) that the marginal cost of spending a dollar on computer equipment is $1.67 for the first $2999, the marginal cost of spending $3,000 dollar is negative two thousand dollars, and the marginal cost of a dollar thereafter is exactly one dollar. Put another way, it costs a professor the same amount to buy an $1800 computer as it does to buy a $3000 computer, so no reasonable professor would ever buy such a computer. | Even for a computer that would otherwise cost a little less than $3000, it still makes sense for a professor to pad the price to $3000. Every professor that I have spoken to insists that any computer that will be charged to an account which is eligible for overhead be padded to $3000. I personally had to delay ordering a computer that will be useful for my research so that I could find a way to make it more expensive. While this policy is great for the students (we get fancier computers), it is a loss for the university. | MIT is constrained by federal rules to set a cutoff, not to exceed $5000, above which there is no overhead, but I see no reason that MIT could not radically rethink its overhead policies, at least for computers, below the cutoff. If the marginal cost of each dollar spent were positive, then everyone would have an incentive to save money and, hence, to pay some overhead to MIT. As a very crude estimate, if the average computer purchase at MIT avoids up to $2000 of overhead charges (which is true, and is even an underestimate if the overhead rates exceet 67%), and if a more reasonable policy could recover even $500 of that $2000, then MIT could increase revenues by $100,000 for every 200 computers purchased. A change that gave MIT purchasers the option to purchase less expensive computer equipment at sensible overhead rates could easily save money on grants and bring in hundreds of thousands of dollars of additional revenue for MIT, not to mention making MIT a more attractive institution for grant agencies. For reference, the $3000 cutoff is described in the "http://vpf2.mit.edu/sandbox/index.php/site/property/policies_procedures/policy_and_procedure_manual/2_0_coding_of_equipment_purchases"MIT Property Policy and Procedure manual, section 2.1. The most important federal rule on the matter seems to be "http://www.whitehouse.gov/omb/circulars/a021/a021.html">OMB Circular A-21, J.16, clauses (a) (1) and (b) (4), quoted below: a. For purposes of this subsection, the following definitions apply: (1) "Equipment" means an article of nonexpendable, tangible personal property having a useful life of |

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| Research Admininstration | OSP/TLO | It is my understanding that OSP is using legal advice outside and sometimes directly contravening decisions already made by the TLO. | This causes both inconsistencies in MIT's licensing and contracting, and, at least in my case, caused additional administrative and legal work, to undo the contradiction. If OSP would actually use the decisions of the TLO legal staff initially, much work would have been saved. | Eliminate the supplementary legal advice used by OSP. |
| Research Admininstration | OSP/TLO | (Comment on OSP/TLO communication): Indeed OSP interfaces a great deal with the Technology Licensing Office. Our practice is to defer to TLO staff and policy in cases where the sponsor's requested intellectual property terms differ significantly from our standard. I agree with you that taking positions with sponsors that contradict this advice may cause delays un-necessary delays in negotiations. Therefore, if you have a specific case that you would like to discuss, I would appreciate hearing about it directly. | | |
| Research Admininstration | Proposal Submission | As a community we expend a lot of time and energy understanding the structural requirements for funding proposals to NSF, etc. -- aspects such as sections, headings, page limits, fonts etc. | | Since OSP is already the central clearing-house for all submitted proposals, they would be the natural home for a "curated" (vetted) set of proposal templates, one for each agency and award type (e.g. NSF small, medium and large). OSP could also collect and maintain source documents (Latex, Word etc.) for each curated template, and distribute these to those in the MIT community who wished to generate new funding proposals. At the cost of a very slight additional burden on OSP, this would free up time of the OSP staff who submit proposals on behalf of others, free up time of the originators of the proposals, and perhaps slightly increase our proposal hit rate (due to a decrease in missed deadlines or technical errors). |
| Student Life | Student Activities | MIT community comes from the students and we don't need an administration to manage our social lives. | All this bureaucracy is a waste of time and resources. Sure, some of the events DSL organizes are nice, but when it really comes down to it they are not essential to MIT's core mission. | Eliminate "Division of Student Life" Programs |
| Student Life | Student Activities | On-line reimbursements | | Most of the SAO stuff could be done online. Why isn't there a form for reimbursements? The receipts could be a pdf attachment or scan of a hard copy receipt. |
| Student Life | Student Activities | In recent years, MIT police and legal representatives have spent a great deal of time and resources targeting students engaged in harmless activities, many relating to innocuous (and often useful) exploration and/or utilization of campus spaces and facilities. | Clearly, there is a fundamental disconnect between the spirit of institute policies and the enforcement of those policies. | To address this issue, MIT police should focus their resources on protecting MIT from real threats rather than from its own students, and legal cases against students should be dropped except where harmful intent or gross negligence can be demonstrated. |

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| Student Services Administration | Billing | It seems that graduate students produce a lot of unnecessary work because of the fact that Student Financial Services and departments don't communicate well. (Example) - this is how it works for me, and I'm told this is the case for many other graduate students as well. Every semester, SFS sends me a bill for my entire tuition. Then Course 6 sends me an e-mail saying not to worry about it. SFS starts automatically adding late fees. Course 6 sends me an e-mail saying not to worry about the late fees. Eventually, the department pays the appropriate amount of tuition and SFS cancels the late fees, but this typically happens many months later. | For most of the time, I cannot tell how much I actually owe -- that is, how much I need to pay that is not tuition that's covered by the department or phantom late fees. | If SFS would work with the departments to determine how much tuition each student needed to pay, instead of pretending that the departments don't exist and that the students they cover have to pay all their own tuition, then: SFS could send more informative (and less misleading) bills, helping the students pay in full and on time. SFS and departments could save themselves the paperwork and bureaucracy of producing late fees and then canceling them. Grad students get to retain a bit of sanity and are therefore a bit more efficient. (I don't pretend to understand why departments that cover their graduate students' tuition don't just pay on time. Probably has something to do with budget problems. Fixing that might make MIT as a whole more financially efficient, |
| Student Services Administration | Graduate Admissions | Since the individual graduate departments essentially admit graduate students, why do we need a Graduate Admissions Office? | | |
| Travel | Credit Card | I do all the flight research myself and just request the Travel Collaborative to book my chosen reservations directly with a cost object. That's the convenient part of the contracted travel services. I don't mind spending the time to do the flight research, but don't like the advance/reimbursement process. | The advance/reimbursement process that can be more time consuming than booking. | This would be really great if we could use an MIT credit card for booking business related travel activities rather than staff putting personal money up front for MIT business expenses. |
| Travel | Credit Card | Inability to charge travel to Procurmement Card | Travel agent fees when booking flights, and the costs involved with submitting and processing reimbursement forms. | Allow us to put travel charges onto Procurement Card. |
| Travel | Credit Card | It has always seemed silly to me that travel *couldn't* be charged to procurement cards. Perhaps someone should explain why this hasn't already been done. | Takes a great deal of time and effort processing travel expense reimbursements. | Allow us to charge travel expenses to Procurement Card. |
| Travel | Credit Card | Travel can't be charged to a card; long-long overdue. | MIT's travel reimbursement effort is both time and resource consuming for traveling personnel and administrative staff. While (change) would eliminate several FT equivalents, it would be a quantum leap forward in terms of costs saved. | Allow us to charge travel expenses to Procurement Card. |

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| Travel | Credit Card | Presently, processing payments for conference registration fees has to be one of the most labor intensive, costly, and time consuming paper pushing processes at MIT when you stop and think about all the people that have to manually generate and handle the paperwork to complete one single registration (including the attendee, the department administrator, MIT Mail Services, MIT Travel Dept, U S Post Offices,. .....and also for the event company processing the Registrations, invoicing, and collecting payment by check receipts. Using the MIT Procurement Card for all conference registrations the whole process of registering, payment, confirmation, would take one person an average of three minutes time. Conference registrations, and Early bird registrations can really be cheap - especially now..... getting someone from MIT registered isn't. | MIT Procurement Cards presently cannot be used to pay for most registrations, however, the person registering for a conference needs a credit card for an online registration or a P.O. number. One payment option is to register on line, enter a credit card number to hold it and request an invoice. When the invoice arrives, the attendee or someone has to create a Travel Advance request, get it signed and approved, make a copies of the advance and the registration invoice for department records, put them in an envelope, hand carry them to Travel or send through inter-department mail for delivery to the Travel Dept. (there someone has to open the envelope) to process, cut a check, and then mail it to the Conference Lock Box for someone to process the payment at their end. Another option is to use a personal credit card and the attendee can be reimbursed by MIT Travel Office through a Travel Advance request or reimbursed when trip is completed and Travel Expense Voucher is submitted with expenses. Our Travel Department deserves a ton of praise for all they do to get those registrations paid despite the process in | Someone should do a time/cost study on this one process. If using an MIT Procurement Card is not the answer there must be a better way. |
| Travel | Credit Card | Can't charge travel to a card. | The extra paperwork is time-consuming and wasteful. | Charge travel to Procurement Card. |
| Travel | Frequent Flyer Programs | | For those who travel on MIT business, create MIT-wide frequent flyer programs at airlines to capture miles earned for each traveler and have them available to all MIT travelers for other institute-required travel. Also applicable to rental cars and hotels. | |
| Travel | Per-diem | Amount spent on meals while in travel status | | We should cap the amount a traveler can spend on their meals while in travel status. Suggest a total cap for a day at $50 - ($10 Breakfast, $15 Lunch, $25 Dinner) |
| Travel | Per-diem | Amount spent on meals while in travel status | | (Comment) There already is a cap and is based upon the city you are visting. |
| Travel | Process | I've wanted electronic travel reimbursement for years. | | |
| Travel | Process | Cost and time involved in current process from start to finish. | | Use electronic options. |
| Travel | Process | In my experience in dealing with our contracted travel agencies, I have found that the internet provides much cheaper flight options, although, it can take a bit more work, it can save many dollars. Especially now, when travel is such a competitive market. However, I have found that the travel department discourages using the internet, since reimubursement is much more stringent then when you book through travel. Just something that should be looked into. | | Book travel using online agencies and outlets--it's cheaper! |

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| Travel | Process | Paper-intensive process of filling out travel reimbursement forms and waiting for a check to be cut MIT. | Continues to waste money. (Implementation of on-line system) requires an investment in an online travel reimbursement system but the return on investment will probably be very high. | To resolve this, MIT could implement an online system that speeds up the process and saves administrative costs by making electronic deposits to employee bank accounts in the same way paychecks are deposited. |
| Travel | Process | I do a lot of local travel and currently I usually get 2 reimbursement checks because the data entry form at Lincoln Lab will only accept 10 entries per check. | This means we lose data entry time, and print needless checks. | Alter the online form to accept as many line items as necessary. This will reduce the time required to enter the data and a single check will be issued instead of multiple checks. |
| Travel | Process | How many travel forms are processed each year? Given the number of travel forms that are submitted and processed, and the number of hours spent delivering travel forms and travel checks, it would be much more cost-effective to do the whole process online: submit an advance request, receive a bankwire, submit a voucher... and think of the paper that would be saved! | | An online system would be much more in line with the MIT spirit of innovation applied to practical problems. The same goes for event registration forms. |
| Travel | Process | Costs of travelling. | | Travel coach class. |
| Travel | Process | Costs of travelling. | | (Comment) MIT travel should always be in coach class, even if paid for by discretionary accounts (that money can be better used to pay salaries) |
| Travel | Vendor Fee | Fee of $50/ticket. | Vendors have very little incentive to allow us to book through any method except them. | Ideally we could use Expedia or Orbitz or another site and not have to pay the $50 or so per ticket |
| Travel | Vendor Fee | Fee of $50/ticket. | (Comment) The Travel Collaborative charges a markup and is less inclined to get the best deals. I guess one drawback of allowing people to order by themselves and get reimbursed is that some may not know how to get the best deals (coupons, etc) and will in fact buy more than Travel Collaborative? | Perhaps there are business-ready solutions for this problem that the Administrative Task Force can look into? |
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