

June 1, 2018

Professor Jesse Kroll
Director, Ralph M. Parsons Laboratory for
Environmental Science and Engineering

Dear Jesse,

I am writing to apply for the position of assistant to the Director of the Parsons Lab (#16086). I have the skills and experience to fulfill your goals for this position.

Experience

Over the past five years MIT support services have undergone dramatic reorganization, and the result is a two-tier system that is challenging to understand and leverage. The first tier is managed through Atlas, and provides an immediate response to any service request.

But the second tier is not available through Atlas yet is critical to maintaining a building like the Parsons Lab. With Facilities, for example, a second team, with more skills and resources than the team that responds to Atlas requests, can only be engaged when sufficient need is argued. At Parsons, the heating/cooling issues of the fan coil units, or the frequent ceiling leaks that damage ceilings and sometimes equipment, are two examples. Plastering and painting costs are charged to Parsons operating budget. So it's critical to address the underlying problems. This issue and many others require a systemic strategy.

Similarly, with Housekeeping and MIT Grounds Services, the second level of support requires a cost object with expenses charged to Parsons operating budget. Successfully making the argument for these expenses to be picked up by MIT overhead funds requires, again, a systemic strategy followed by negotiation.

For example:

- To improve the cleanliness of the building, I came into Parsons one weekend and cleaned the East entrance foyer and stairwell with vacuum, mop, and all the other housekeeping tools. It was a revelation to me. The vacuum didn't work well, the only available sink to fill the mop bucket was in the basement bathroom at the opposite side of the building, and the overall disrepair of the building itself made it difficult to clean properly.
- With this information, I met with the Assistant Director of Housekeeping and negotiated a second staff person to take responsibilities for maintaining Parsons corridors and stairwells, and new cleaning equipment.

This two-tier system can also be used to describe the challenges related to other responsibilities, and these range from AV equipment in classrooms and meeting rooms, blackboard quality, scheduling issues, database issues involving seating.

I loved working at Parsons for a variety of reasons, but the primary reason is that I respected the work that others were doing. I'm excited by your appointment, Jesse. Managing priorities is the responsibility of the Parsons' Director. Executing your priorities successfully requires experience, skills, and engagement. I can deliver on all three, and would be excited to join your team to do so.

Sincerely,

Ed Carlevale

Ed Carlevale

Edmund Carlevale
74 Avon Street
Somerville, MA 02143
617-866-0815 | ecarl@mit.edu