

Vice President and Secretary of the Corporation

The vice president and secretary of the Corporation is responsible for relations and communications with internal and external constituencies and is the key interface between MIT's administration and trustees (the members of the MIT Corporation). The offices reporting to the vice president and secretary of the Corporation that comprise Public Relations Services—Conference Services, Events, and Information Center; the MIT Home Page Team; the News Office; the Publishing Services Bureau; and the Reference Publications Office—work independently but collaboratively. The Office of the Secretary of the Corporation supports the work of the Corporation and its committees.

Public Relations Services

The offices within Public Relations Services (PRS) support the mission of the Institute by enhancing public understanding of MIT—and of higher education and research more generally—and by supporting the community life of the Institute through communications and special events.

This year, staff across Public Relations Services played crucial roles in helping the Institute acknowledge the accomplishments of its 15th president, Charles M. Vest, and welcome and inaugurate his successor, Susan Hockfield, who assumed office on December 6, 2004.

The presidential transition offered many occasions for the MIT family to gather in celebration. Gayle M. Gallagher was unflappable while organizing an exceptional series of special events, among them Dr. Hockfield's introduction to MIT on August 26, the community tribute to President and Mrs. Vest on September 18, a festive dinner celebrating the Vests on December 3, a reception marking Dr. Hockfield's first day in office on December 6, and a series of inaugural activities in May that showed MIT at its very best. In all these efforts, Gayle—as she would be the first to say—was fortunate to work with exceptional colleagues and volunteers from throughout Public Relations Services and across the Institute.

Staff in the News Office had an unusually busy and challenging year. The election of Dr. Hockfield by the MIT Corporation on August 26 generated strong media interest, which intensified not long after she assumed office, as a result of a national conversation about the status of women in academic science and engineering. President Hockfield and her colleagues at Princeton and Stanford universities, Shirley M. Tilghman and John L. Hennessy, offered their thoughts on the importance of encouraging women to pursue careers in these fields in an opinion piece published in the *Boston Globe*.

Early in the fall term, News Office director Arthur L. Jones took extended medical leave. His colleagues took on additional duties and did an exceptional job of generating greater appreciation of MIT's accomplishments and issues—both within and outside the Institute. As the academic year came to an end, a search for a successor to Mr. Jones was underway; he and his family have been in our thoughts.

The excellence of the staff in Public Relations Services was recognized when Traci Swartz of the Community Services Office received an Infinite Mile Award in recognition of her contributions to community building.

The vice president and secretary of the Corporation continues to convene monthly meetings of the Communications Operating Group, which works together on strategic communications initiatives, and of the Information Group, which offers opportunities for the exchange of ideas and information on issues regarding communications and public relations.

Kathryn A. Willmore
Vice President and Secretary of the Corporation

Conference Services, Events, and Information Center

The mission of this center is to meet the information needs of the MIT community, visitors to the campus, and the public; to promote a sense of community within MIT; and to support conferences and events that enhance MIT's role in the broader academic community.

Events and Information Center

Serving as an information and welcome point for visitors, the Information Center is increasingly a central information source for members of the MIT community. The staff assisted faculty and administrative staff with the registration of 760 departmental events and 225 Lobby 7 kiosk registrations. Additionally, the staff provided training sessions for users of the online events calendar. Information Center staff also distributed over 48,000 pamphlets, brochures, maps, guides and catalogues; answered and redirected thousands of telephone and in-person inquires; and served as a clearinghouse for mail addressed simply to MIT. An outpost of the center is now open in the Ray and Maria Stata Center. Kathleen M. Barrett, Joe Coen, and Lee A. Corbett staff the Information Center; Marie E. Seamon now staffs the Stata Center Information Desk.

Terri Priest Nash trained 65 guides who conducted tours for 20,764 visitors, including 10,456 prospective students, and 1,531 international visitors. The tour guide captain was William R. Fowler.

The center director managed the logistics of community celebrations marking the transition from one presidential administration to another. These included a community-wide celebration for President and Mrs. Vest in September and a formal dinner and tribute to the Vests on Friday, December 3, 2005. The following Monday, December 6, MIT welcomed Susan Hockfield as its 16th president with a community reception; the center staff supported all of the inaugural festivities that took place from May 2 through May 7. Festivities included the interactive exhibition *White Noise/White Light*, two symposia, a reception hosted by the Working Group on Support Staff Issues, an

open house featuring the wide variety of MIT's educational outreach activities, concerts by the MIT Symphony and the Concert Choir, the inaugural ceremony and community reception, a formal dinner, and a "block party" that drew some 3,000 faculty, students, staff, and their families.

Donald Ferland, assistant to the director, coordinated the arrangements for the March Killian Award Lecture delivered by Wolfgang Ketterle, recipient of the 2001 Nobel Prize in physics. He also handled arrangements for recruitment presentations by companies and other organizations that visit MIT under the auspices of the MIT Careers Office.

Commencement activities began on Thursday, June 2, with the Hooding Ceremony for 425 doctoral degree recipients. Chancellor Phillip L. Clay presided over this year's ceremony. The 139th Commencement Exercises were held on Friday, June 3, and featured an address by Dr. Irwin M. Jacobs, cofounder and CEO of Qualcomm, to an audience of 2,308 degree recipients and 10,000 family members, alumni, and other guests.

Community Services

The Community Services Office (CSO) is charged with enhancing work/life for MIT faculty, staff, and students on campus, at Lincoln Laboratory, and at other affiliate locations. The CSO directed a variety of programs this year, including the MIT Quarter Century Club, the MIT Activities Committee, the MIT Community Giving Campaign, the Association of MIT Retirees, the Ford/MIT Nobel Laureate Lecture Series, and the Uncommon Inaugural Block Party.

The CSO moved into an office suite in Building E19, significantly facilitating the MIT community's access to its services. The new office provides ample space for staff and MIT organizations, as well as a conference area for the Association of MIT Retirees, the Quarter Century Club, and other groups. As part of the relocation, a new MITAC sales desk opened in the Stata Center. The new location is more convenient and inviting to customers and provides a greater presence and opportunity for making MITAC programs available and visible to the MIT community.

The CSO supported the operations of MIT's 3,300-member Quarter Century Club (QCC), with 146 new members inducted into the club this year. Working closely with the QCC board and its president, Professor Anthony P. French, the staff coordinated four major events attended by 1,200 members and their guests. Six members representing diverse areas of the Institute joined the board, bringing the total board to 15 members. The QCC also awarded William R. Dickson Retiree Education Fund educational grants to four retirees.

The MIT Activities Committee (MITAC), with assistance and leadership from co-conveners Karen Shaw (Lincoln Laboratory) and Emmi Snyder (Campus), responded to an increased demand for MITAC services. MITAC organized over 200 cultural and recreational events for over 10,000 participants, and sold over 30,000 tickets for special events, including 21,000 discounted movie and museum tickets. MITAC's total revenue for the year exceeded \$360,000, an increase of approximately 3 percent over 2004.

Program highlights included the Cinderella's Ball, a popular MIT community event attended by nearly 400 participants; numerous campus noontime talks, walking tours, and lectures; and increased cultural and recreational offerings for the MIT community. In addition, a web-based lottery system was introduced with the sale of over 1,100 tickets to 2005 Boston Red Sox games. This new system, developed by Information Services and Technology, enhances the convenience and accessibility of these high-demand items.

The MITAC email list is an increasingly important marketing and sales tool; membership grew by more than 100 percent in the past year, to a subscription level of over 2,300 people. The MITAC database, launched in May 2004, has been an invaluable business tool for measuring sales and customer interest. Over 4,600 customers are now logged into the database.

The volunteer MITAC committee will see much change in the coming academic year. Six members retired from the committee, and seven new committee members, from various departments around the Institute, have been appointed. This new membership will join a solid committee of 20 members from around the Institute and Lincoln Laboratory, plus five staff members.

The CSO managed the 2004 MIT Community Giving Campaign, which raised over \$385,000 from 1,023 employees and retirees to benefit the United Way of Massachusetts Bay (\$257,000), the MIT Community Service Fund (\$102,000), and other charities (\$26,367). Executive Vice President John R. Curry served as campaign chair. Working with offices and volunteers throughout the MIT community, the office developed communications, hosted an orientation fair for and advised 120 department representatives, and held a crafts fair, two book sales, and a clothing drive in support of the campaign. The office collaborated with Lincoln Laboratory, which coordinated several fundraisers throughout the year.

The Association of MIT Retirees conducted several membership outreach efforts to retirees and experienced a marked increase in membership, serving over 930 paid members during the past year. During the year, members and guests enjoyed day trips, tours of Greater Boston, six regional lunches (South, West, and North suburban, Cambridge/Boston, Lincoln Lab, and Florida), its third annual all-association get-together at Endicott House with 80 attendees, and seminars on retirement planning and eye care health. The association collaborated with the Lincoln Laboratory administration and cosponsored a picnic for association members and Lincoln Lab retirees, with nearly 300 retirees and guests attending. The association also published its biennial membership directory and a quarterly newsletter. Officers of the association joined with retiree groups from Boston and Harvard universities and Boston College to form the Boston Area College and University Retiree Associations. This organization will address more broadly the needs and concerns of retirees from institutions of higher education in the Greater Boston area. Retiree E. Jane Griffin served as the president; the volunteer steering committee included 17 other retirees.

The CSO coordinated and promoted the seventh and final lecture of the Ford/MIT Nobel Laureate Lecture Series—"The Universe Is a Strange Place," offered by Frank Wilczek,

the Herman Feshbach professor of physics at MIT and 2001 Nobel Prize winner. Over 1,200 members of the MIT community attended the lecture, filling Kresge Auditorium; approximately 800 people viewed the program live through an internet broadcast. The office worked with MIT Video Productions and Ford/MIT Nobel Laureate Lecture Series Committee chair Paul E. Gray, professor of electrical engineering and president emeritus, to produce a DVD collection of the seven-part lecture series.

Last, the CSO planned the Uncommon Inaugural Block Party, collaborating with the Events and Information Center, and the Office of Community and Government Relations. The event featured performances on three stages by dozens of MIT student organizations and the Artists Behind the Desk employee group. Participants also enjoyed a “Field of Games” of inflatable and recreational activities and an interactive midway where they learned origami, juggling, kite making, dance and silk screening. More than 3,000 members of the MIT community, including students, faculty, staff and their families, attended the event as part of the inaugural celebration for MIT’s 16th president, Susan Hockfield.

The staff of the Community Services Office includes Ted E. Johnson, director, and Betty Jo Bolivar, Linda Salza Olson, Traci Swartz, and Diane B. Tavitian.

Conference Services

The Conference Services staff manages the logistical coordination and registration services for conferences and meetings sponsored by MIT faculty and staff. In academic year 2005, the office coordinated the logistics of 37 events that brought more than 9,900 guests to campus. These events included the First International Conference on Design Computing and Cognition, the annual Whitehead Symposium, the 17th International Vacuum Electronics Conference, and the third Computational Fluid and Solid Mechanics Conference.

The office again offered logistical support to the Campus Preview Weekend, the MIT Vendor Fair, the Senior Congressional Staff Seminar, and five conferences for the Industrial Liaison Program. Conference Services staff includes Cathi DiIulio Levine, manager of conference services, Eva M. Cabone, Nora McGunnigle, Diana Lambrenos and Mary Holz. Jeannie Lauricella continues to provide support throughout all offices of the center.

Gayle M. Gallagher
Director

MIT Home Page Team

Responsible for the official MIT website at <http://web.mit.edu/>, the MIT Home Page Team contributes to the Institute's overall communications agenda and provides leadership in MIT's strategic use of the web. This year the team continued to publish MIT's top level pages with frequently changing spotlights, designed and implemented key websites to communicate the presidential search and the inauguration of President Susan Hockfield, implemented the Google search engine for MIT's one million web pages, and continued to support special communications projects at MIT.

The Home Page Team has a joint reporting relationship to Information Services and Technology and to Public Relations Services, reflecting the importance of the web to MIT as both a technology and a communications medium.

Published Spotlights

The witty and thought-provoking headlines and images of the home page spotlights continue to receive praise inside and outside MIT. With the goal of promoting MIT, the number of spotlights increased by 9 percent over last year. Each day the team publishes nine different spotlights on the home and second-level pages, a total of 769 spotlights over the past year: 550 on the MIT home page and 219 on second-level pages.

The home page navigation continues to evolve to meet the changing needs of the community. The team also answered more than 5,000 questions about the Institute that were submitted via the home page.

Improved Search Capabilities

The MIT Home Page Team implemented the Google search service at MIT, provided support to MIT users seeking to maximize their websites for search engines, and transitioned 200 websites from the previous search engine to Google. Feedback has been very positive about the new search service and the ease of finding information quickly and intuitively within MIT's one million pages.

Lobby 7 Kiosk

This year, during Commencement, the MIT Home Page Team launched the Lobby 7 Information Kiosk, providing information for visitors to MIT around the clock, including evenings and weekends. There are three screens on the kiosk: the primary screen is an interactive campus map, the second screen broadcasts the day's events at MIT, and the third screen provides web access to MIT's one million web pages, so that visitors can look up information about MIT to enhance their visit.

Special Projects and Services

The team advocates for and manages a series of Institute services that are linked directly from the MIT home page. These include the online campus map (<http://whereis.mit.edu/>), the Institute events calendar (<http://events.mit.edu/>), and the online directory (<http://web.mit.edu/people.html>), as well as the search engine.

Strategic Communications

The Home Page Team created a series of websites for Institute communication initiatives, including the presidential inauguration site, Dr. Hockfield's own site, and the redesign of the MIT organization chart and senior officer's pages.

The team continues to publish MIT's Emergency website (<http://mit.edu/emergency/>), creating a common framework that promotes the MIT identity on the web.

The MIT Home Page Team provides strategic consultation on web communications and technology for a variety of Institute-wide projects, ensuring the integration of information across MIT websites. Team members work closely with the News Office on upcoming stories and features, as well as emergency communications.

In the coming year, the Home Page Team will continue to develop the MIT home page, as well as lead, facilitate, and support Institute efforts to harness the evolving capabilities of the web as an interactive medium for communications, work processes, teaching, and research.

Suzana Lisanti

Senior Web Strategist and Publisher, MIT Home Page

More information about the MIT Home Page Team can be found online at <http://web.mit.edu/ist/teams/mit-home.html>.

News Office

The News Office managed media announcements for three major Institute initiatives during 2004–2005: the election of Susan Hockfield as the Institute's 16th president in August, the signing of a long-term agreement with the City of Cambridge regarding MIT's payments in lieu of taxes (PILOT) in November, and Dr. Hockfield's inauguration in May. In addition, the News Office held a press conference in October when Professor Frank Wilczek received the Nobel Prize in physics, and handled scores of other announcements about the Institute and its research.

The News Office staff also continued to update and professionalize office systems—building additional functions for the newly launched (June 2004) database-driven web site, planning for the purchase and building of an archival database for photographs, and making the media database more comprehensive.

At the same time, the office reorganized responsibilities to meet staffing challenges—the departure of two writers in spring 2004 due to Institute-wide layoffs, the resignation of two key staff members (editor and editorial assistant) in the summer of 2004 and another (communications officer) in spring 2005, and the extended medical leave of the director.

The reorganization helped bring staff capabilities and roles in line with the increased speed and technical capability required by electronic news delivery. The position of *Tech Talk* editor became news manager, a role that manages the flow of news to all three types of News Office publication: the newspaper (*Tech Talk*), the MIT News website, and press releases. Three new support staff positions assist with the three types of publication: an editorial and publications assistant to assist with the printed newspaper and manage the photo database; a web and computer assistant to work with the web editor on maintenance and development of the MIT News site and to serve as technical support for the office computer networks and systems; and a communications assistant to maintain the media database, prepare daily electronic clips packets, and assist staff with public relations events, campus visits by reporters, and the distribution of press releases. In addition, a new reporter/writer position supports the office's need for general campus news stories often focusing on student life and learning. The searches for those five new staff members were completed during 2004-2005, with three of the positions filled by March. The fourth and fifth employees began work in July 2005.

In the absence of a director, senior communications officer Patti Richards managed public relations and media relations campaigns for the office, while Denise Brehm, promoted to senior communications officer and science writer, was responsible for managing critical issues with the media. Brehm also served as editor of *Tech Talk* from July until March. And as noted above, Kathryn M. O'Neill, as news manager, manages the flow of work for the publications of the Office. Other staff members are Sasha Brown (reporter/writer), Donna M. Coveney (photographer), Myles P. Crowley (financial and operations administrator), Lisa Damtoft (web editor and developer), Roger Donaghy (computer and web assistant), Patricia M. Foley (administrative assistant), Mary Anne Hansen (administrative assistant), Heather Manning (communications assistant), Elizabeth A. Thomson (assistant director, science and engineering), Anne Trafton (editorial and publications assistant) and Sarah H. Wright (senior writer). Marsha Sanders was seconded from the Provost's Office, where she serves as senior communications officer, to work with the News Office on the inauguration.

Media Relations

The office launched successful public relations and media outreach campaigns for a variety of initiatives, programs, and schools, including the Center for Real Estate, the DuPont-MIT Alliance, the McGovern Institute for Brain Research and the Picower Institute for Learning and Memory, the Voting Technologies Project (in conjunction with the 2004 presidential election), the Computer Science and Artificial Intelligence Laboratory, the Department of Urban Studies, and the MIT Museum. Media highlights have included dozens of stories in national and international publications, several stories on the front page or first business page of the *Boston Globe*, and major MIT stories in *USA Today* and on CNN and the BBC.

The office continued to build visibility for key areas of MIT research, including biotechnology, nanotechnology and materials science, and neuroscience, as well as the student life and learning experience at MIT. Plans are under development for media days focusing on key research areas.

The office also continued efforts on behalf of the Evolving Campus building program, including considerable media coverage of the Stata Center and plans for the opening of the brain and cognitive sciences complex.

Media campaigns for President Hockfield's arrival at MIT and subsequent inauguration resulted in coverage in major media such as the *New York Times*, *Boston Globe Magazine*, and National Public Radio, among others.

The office updated science media contacts for targeted distribution of press releases. Some 300 reporters asked to receive every research news release sent by the office.

The office handled successfully the media barrage that resulted from the announcement that Professor Frank Wilczek had won the Nobel Prize, thanks to advance planning for a possible prize announcement.

The office created a video news release on the use of robots to provide physical therapy for stroke victims, including a short story for other MIT offices to use and 30 minutes of raw footage for television use.

Using the MIT Video Productions studio, the office coordinated live television and radio interviews of key professors, with the resulting television interviews uplinked to national networks.

Tech Talk

Tech Talk published 30 issues this year. A new emphasis was placed on making certain that every *Tech Talk* story furthers at least one of MIT's key messages: making a difference in the world, leading the scientific and technological revolution, interdisciplinary and inter-institutional activities, MIT as a meritocracy, and redefining the residential university experience. The office hired a newspaper designer to create a special insert section for *Tech Talk*, first used for the 2004–2005 awards issue (June 1, 2005).

MIT News Website

MIT News published 748 stories on its website—197 stories categorized as research, 623 designated as campus stories, and some categorized as both. A specially designed minisite, developed in conjunction with the MIT Home Page team, announced the election of MIT's new president. Coverage of the retirement of President Charles M. Vest included a print and an online version of the "Vest Years" timeline, edited by Sarah H. Wright, whose developers and designers garnered an award for excellence from the University and College Designers Association. A strategically scheduled series of stories and photos documented President Hockfield's inauguration.

Other highlights included the award of the Nobel Prize in physics to Professor Wilczek and stories about voting technology timed for the November election. The website featured major stories in many areas, including MIT research, international development initiatives, diversity issues, the new major in biological engineering, campus construction, the Institute's new energy initiative, and the appointment of Provost

Robert A. Brown as the next president of Boston University. The site also covered human-interest stories and regular seasonal events.

The MIT home page featured 208 News Office stories, giving them high visibility on the order of 1,000–7,000 page views each. News Office stories on the inauguration, for example, received more than 33,000 page views in April, May, and June.

During the year the site added features including RSS feeds of individual topics, an “email this story” option, a call-out box for event-focused stories, and an automatic slideshow option. In addition, the MIT Google search was incorporated, and the site’s style was refined. The News Office initiated regular weekly communication of its online publishing plans to the Admissions Office, the Alumni Association, the MIT Home Page team, MIT World, and Video Production Services.

Denise Brehm

Senior Communications Officer and Science Writer

More information about the News Office can be found online at <http://web.mit.edu/newsoffice/>.

Publishing Services Bureau

The mission of the Publishing Services Bureau (PSB) is to act as a coordinated channel for publishing activities across the Institute, applying the principles of strategic planning, technological awareness, supplier consolidation, vendor partnership, and cost savings. While promoting excellence in design and editorial content, PSB values and promotes continuous learning and customer satisfaction.

In the past year, PSB engaged in a robust evaluation of print buying at MIT that resulted in the rollout of a new preferred printer program. PSB continued to enjoy ongoing partnerships with several MIT publishing service groups and collaborated with colleagues and vendors to provide workshops to publishers across the Institute. The year ahead offers great opportunities to develop enhanced systems and tools to facilitate high-quality publishing activities on campus.

Publishing Projects

PSB coordinated over 700 jobs, assisting MIT academic and administrative offices with publication planning and vendor selection, as well as with advice on design, production, printing, and web publishing. Another 542 jobs were handled through the electronic catalog (ECAT) online business paper ordering system, freeing PSB advisors to assist MIT offices with more complex publishing projects. PSB continued its partnership with Web Communications Services (WCS), assisting MIT publishers in planning 55 electronic publishing projects this year. PSB clients issued purchase orders for \$1 million in print services in fiscal year 2005, with an additional \$2.6 million channeled directly to MIT/PSB preferred print partners. In addition, PSB helped to manage \$1 million in creative services directed to developing invitation packages, event posters, departmental and program brochures, and websites.

The PSB procurement staff processed, facilitated, and advised on the issuance of purchase orders and contracts for \$33.7 million in creative, print, and web services on behalf of MIT publishers.

Partnerships

Much of PSB's work is collaborative in nature. As the technology used to publish both print and electronic communications becomes more sophisticated, the various MIT offices supporting these communications see the importance of collaborating and easing the navigation of services for MIT publishers. With this goal in mind, managers from PSB, WCS, Academic Media Production Services, and Administrative Computing formed the Web Services Alignment, engaging in regular meetings to share service and project information and to leverage expertise between groups. The result is that MIT clients will increasingly receive support from service providers with the appropriate expertise regardless of the initial group contacted. The group identifies common challenges for MIT publishers and presents these to senior officers and groups with vested interest in identifying solutions. This important work in streamlining services will continue in the next fiscal year.

PSB also collaborates with the Usability Team and Web Survey Team within Information Services and Technology (IS&T), MIT Copy Technology Centers, and MIT Mail Services.

Print Vendor Evaluation—MIT Purchasing Initiative

This past year, PSB conducted an evaluation of offset and digital print buying as part of the MIT Purchasing Initiative, sponsored by the Procurement Department. The initiative's main objective is to investigate the purchase of goods and services throughout the Institute and how the total acquisition cost might be improved (e.g., by reducing price, buying smarter, improving processes, and sharing best practices across MIT).

For its evaluation, PSB led a team of MIT print communications experts and high-volume purchasers from across the Institute. Through conversations with members of the MIT community, vendors, and colleagues at peer institutions, as well as analysis of MIT print buying trends, the team identified opportunities to improve service and reduce costs. Strategies were also devised to reach these objectives, including driving existing print spending to fewer print vendors, identifying and qualifying a set of preferred print vendor partners, and engaging and educating the MIT community in effective and value-oriented buying.

- *Preferred print vendor list*—in FY2004, the MIT community purchased print services from 240 print vendors. By consolidating the external vendor pool to 10 qualified preferred print partners, MIT would increase each vendor's market share, enabling negotiations on price. Furthermore, a qualified list of vendors would eliminate the need for each MIT office to commit time and resources to locating and qualifying its own print vendors, easing the process for both experienced and novice buyers. At the same time, vendors would develop familiarity with Institute needs, saving time and expense for all and improving customer service.

- *Print buying tools and training*—PSB would be responsible for developing informational materials and tutorials to educate buyers in the capabilities of each printer, so that each job could be matched with the most qualified vendor. By maximizing production efficiencies, the most competitive pricing should be obtainable. In addition, online tools such as templates for specification sheets should streamline the bidding process, promoting more accurate estimating of jobs. The printers themselves would also agree to provide training sessions and consult with PSB as needed.
- *Communications planning*—PSB would encourage each office to consider its own communication goals when selecting a publishing vehicle, an electronic or web communication sometimes being more effective than print. A strategic approach would allow MIT offices to spend their existing dollars more effectively.

Following approval of this plan by the steering committee, the team conducted a six-month evaluation of 240 printers, seeking vendors who could demonstrate a commitment to quality, excellence in customer service, and skillful problem solving, as well as competitive pricing and investment in emerging technologies. To evaluate the vendors, the team solicited detailed proposals from vendor candidates, conducted plant tours and interviews, reviewed equipment and capabilities, reviewed the vendor's history with MIT, evaluated pricing, checked references, evaluated Dun & Bradstreet reports, surveyed Boston-area designers, and surveyed the MIT community to learn about their experiences with the 19 semifinalists.

After analyzing the data collected, the team selected 10 preferred print vendors, who were approved by the steering committee in May 2005. Of these 10, eight were among those with the greatest MIT market share in FY2004, representing 37 percent of the total print spending within the scope of the initiative. This provided an opportunity to migrate \$2.7 million to the preferred vendors, with a potential cost savings of 10-20 percent, or \$270,000 to \$540,000.

Implementation of the preferred printer program will continue during FY2005 with a phased rollout lasting through the fall and winter.

Publishing seminars

PSB supports excellence in MIT communications through direct project counseling and facilitating relationships with preferred creative vendors. In addition to individual advising services, PSB creates and hosts seminars to educate MIT staff at all levels of expertise in best publishing practices. PSB offered the following seminars this past year:

- Tips for managing the publications process and producing effective publications, a presentation by PSB staff to MIT event planners
- The CAN-SPAM Act, an audio seminar hosted by PSB reviewing how anti-spam laws apply to colleges and universities, and the essential provisions (such as a uniform and accurate opt-out procedure) that need to be in place to ensure compliance
- Digital printing and the use of variable data, a seminar hosted by PSB
- How campus portals are influencing web strategy, an online seminar hosted by PSB

Summaries of these seminars and other past workshops can be found on the Communications Workshops website at <http://web.mit.edu/commworkshops/>. The site includes downloadable tools and templates, as well as links to publishing resources. More workshops are being planned for the new academic year.

Publishing Tools

PSB evaluates MIT publishing trends and develops Institute-wide systems and tools to improve the quality of communications and reduce costs by leveraging resources and reducing staff time required for publishing activities.

The ECAT online business paper ordering system, developed and managed by PSB, received 542 orders for items such as business cards, letterhead, and envelopes—a 20-percent increase in orders in the second full year of the program. The ECAT system affords significant savings in the print cost (between 20 and 60 percent per item) and in staff time across MIT. Enhancements to the service this year include the addition of the IS&T and Facilities custom catalogs. New products in development for the next year include an invitation package and a pocket folder.

PSB developed and manages the MIT graphic identity program, supported by a robust online style guide site from which staff can access electronic logo files and guidelines for use, in addition to word processing templates for MIT letterhead and envelopes. Enhancements this year include updated word processing templates and more versatile logo file formats.

PSB has developed and maintained a library of MIT images available to MIT publishers for use in print and electronic communications. PSB is currently collaborating with IS&T and Administrative Computing to explore the feasibility of creating a centralized digital image library for use by communicators and publishers throughout the Institute for managing and sharing MIT images. A central image management tool would save money and time by leveraging the investment across departmental units. Over the past year, the team has met with groups across the Institute to inform a consolidated requirements document. The team has also evaluated custom and off-the-shelf solutions. In the year ahead, the team will test a potential enterprise-wide solution. PSB will provide input into the product's functionality and user interface. If this product is selected as the appropriate solution, PSB will advise on any customization of the interface for use by communicators and publishers.

Staff can access these resources from the PSB website noted at the end of this report.

Personnel

Sanford Farrier joined PSB as design manager and associate director in December 2004. In September 2004, Tania Schlatter left PSB to launch a web development firm.

Monica Lee
Director

More information about the Publishing Services Bureau can be found online at <http://web.mit.edu/psb/>.

Reference Publications Office

The Reference Publications Office (RPO) works in concert with academic and administrative offices throughout the Institute to publish accurate, authoritative information about MIT's organization, programs, and policies. Among its publications are the Institute's *Reports to the President* and organization chart, the *MIT Bulletin* (the Institute's course catalogue), student and faculty/staff directories, and an introductory booklet, *MIT Facts*.

New developments in the past year included the introduction of a digital content management system for producing RPO publications, publication of the course catalogue on CD-ROM, and consolidation of the publication formats used to deliver the *Reports to the President*.

Within RPO, the office reorganization mandated by the Institute's reduced budget for FY2005 provided an opportunity to reexamine established office procedures and devise simpler, more effective ones to meet ongoing responsibilities in communications, financial management, and order fulfillment. Support tasks were reassigned, spreadsheets were consolidated, and databases were rebuilt. A long-standing problem with the handling of incoming office email was solved by the creation of a shared inbox whose contents can be accessed by all RPO staff members. With two new staff members (out of a total staff of four), the opportunity to innovate—within practical constraints—was also embraced during the staff's initial journey through RPO's year-long publication cycle.

Production of the Bluepages, MIT's directory of offices and programs, was entrusted to RPO's new content management system, Engenda, in August. MIT telephone coordinators were invited to test the new system, and their updated data, whether entered directly or by RPO staff, was stored in Engenda. This change from a traditional database (Filemaker) to an XML repository (Engenda) prompted an extensive redesign of the online directory. An expanded Bluepages, now fully integrated into the top-level design of the MIT website, was launched in September, thanks to the joint efforts of RPO, the MIT Home Page team, and members of Web Communications Services. In October, the office directory listings were transferred, via an XML document, directly from Engenda to Adobe's InDesign, where the information was laid out for publication in MIT's print directories.

Following the successful publication of the Bluepages, the focus of RPO's development work shifted to the *MIT Bulletin*, the second publication designated for the content management system. Unfortunately, work on this conversion stalled in the winter and spring, due to staff cutbacks at Red Bridge Interactive, RPO's partner in Engenda development. At the same time, an initiative to copyedit catalogue content more closely began to persuade RPO staff of the need to maintain a clearly marked edit trail in the editorial transactions between academic departments, the Registrar's Office, and RPO. As a result, RPO ended the year rethinking the extent to which Engenda should be deployed in next year's work on the *Bulletin*.

Noteworthy in 2004–2005 was the first publication of the *MIT Bulletin* on CD-ROM. The CD edition was distributed to all incoming freshmen through the Office of Academic Services and, as expected, was readily accepted by the new students. In future years, RPO expects that growing acceptance of the CD among all campus sectors will lead to gradual, permanent reductions in the *Bulletin's* annual print run. At the same time, RPO has sought to reassure faculty and staff members that the traditional print format, which is widely preferred for leisurely perusal and browsing, will always be available.

RPO's work on the Institute's *Reports to the President* was distinguished this year by a deeper commitment to copyediting. This effort was led by publication manager Kimberly Mancino, who worked with staff assistants and three freelance copyeditors to achieve a higher level of editorial style and consistency in the reports. When the lengthy editing process was completed, the *Reports to the President* for 2003–2004 were published online using the same PDF files that were generated for the CD edition. This departure from the previous practice of converting Microsoft Word files to HTML web pages was made possible by the MIT website's adoption of the Google search engine, which indexes PDF files as readily as normal web pages. As a result, the appearance of the online reports is now entirely consistent with that of their counterparts on CD, without loss of search functionality.

Kimberly Mancino joined the staff as publication manager in August 2004, replacing Jennifer Fletcher, who left the Institute to pursue graduate study in psychology. Before coming to MIT, Kimberly was a publications editor at the Pan American Health Organization and Johns Hopkins University.

Looking forward, RPO's goals for 2005–2006 include further development of Engenda, continued attention to issues of editorial style and consistency in RPO publications, deployment of a redesigned website for MIT's organization chart, and a new focus on improving the utility of the metadata provided in RPO's electronic publications.

Stuart Kiang
Director

More information about the Reference Publications Office can be found on the web at <http://web.mit.edu/referencepubs/>.

Office of the Secretary of the Corporation

The secretary of the Corporation is one of the Institute's four corporate officers, with responsibility for administering the operations of the Corporation, MIT's board of trustees, including membership and standing committees, and, through the Office of the Secretary of the Corporation, quarterly meetings of the board and 30 Corporation visiting committees that conduct biennial reviews of the Institute's academic and research programs. The secretary of the Corporation also serves as secretary of the Executive and Membership Committees, recording officer of the Corporation, and joint signatory with the president in the awarding of academic degrees.

Corporation Meetings

Special Corporation Meeting

On August 26, 2004, a special meeting of the Corporation was held to carry out one of its most important functions: the election of the president of the Institute. Upon the recommendation of the Executive Committee following an eight-month search, Dr. Susan Hockfield, a noted neuroscientist and provost of Yale University, was elected the Institute's sixteenth president by those voting members in attendance and by proxy votes to reach the necessary quorum, her term to commence on December 6, 2004. Prior to the election, the report of the Corporation Committee on the Presidency (CCOP) was presented by its chair, James A. Champy, member of the Corporation and its Executive Committee, and comments were presented by Institute Professor Jerome I. Friedman, chair of the Faculty Advisory Committee to the CCOP. Resolutions thanking the Faculty Advisory Committee and the Student Advisory Group were presented by president emeritus and former chairman Howard W. Johnson and unanimously voted by the membership. The meeting concluded with the introduction of Dr. Hockfield, her husband, Thomas Byrne, and their daughter, Elizabeth.

Orientation Program and Annual Meeting

On September 30, 2004, an orientation program was held at Gray House for new members of the Corporation. In the evening, new members and their spouses and guests were joined by members of the Executive, Membership, and Auditing Committees for a reception and dinner.

Chairman of the Corporation Dana G. Mead chaired the annual meeting on October 1, 2004, at which six new members, five reelected members, two new life members, and the 2004-2005 president of the Alumni and Alumnae Association, Linda C. Sharpe, were introduced to the membership. Memorial resolutions were presented to honor life members emeriti George Widmer Thorn and Laurance Spelman Rockefeller, whose deaths occurred in June and July, 2004.

The Corporation approved the action of the president in the awarding of September degrees and approved the establishment of a new undergraduate degree in archaeology and materials in the Department of Materials Science and Engineering. As part of the report of the Membership Committee, the Corporation voted to approve the list of nominated members of the visiting committees and of the Corporation Advisory

Committee on Institute-Wide Affairs. The Corporation also voted to amend the Corporation bylaws to add the chair of the Investment Management Company Board to the Executive Committee *ex officio*, and subsequently appointed Theresa M. Stone to that position.

Visiting committee reports were presented for the Departments of Mathematics; Athletics, Physical Education, and Recreation; and Mechanical Engineering, which included a discussion of the proposed merger of the Ocean Engineering and Mechanical Engineering Departments, and comments on the review of the Woods Hole Program.

Corporation members were reminded that Dr. Vest's final formal president's report, "Moving On," had been issued in the spring of 2004. At this meeting, he reflected on his fourteen years as president and on some of the challenges and opportunities that lie ahead for the Institute. Members also heard reports presented by A. Neil Pappalardo, chair of the Auditing Committee, and Allan S. Bufferd, treasurer. Barbara G. Stowe, vice president for resource development, and Raymond S. Stata, chair of the capital campaign, presented an update of the campaign's progress, noting that the campaign had reached its goal of \$2 billion on September 24, 2004.

Following the meeting, Corporation members joined their guests and members of the MIT community at the Corporation luncheon, held at the Faculty Club, to which members of the Academic Council were invited.

December Meeting

At the quarterly meeting on December 3, 2004, the Corporation heard reports from Chairman Dana G. Mead, chair of the Membership Committee; from James A. Lash, chair of the Corporation Joint Advisory Committee on Institute-Wide Affairs; and from A. Neil Pappalardo, chair of the Auditing Committee. The Corporation approved the establishment of a new master's degree program in manufacturing in the Department of Mechanical Engineering. The Corporation also accepted memorial resolutions honoring life member emeritus Ellmore Clark Patterson. Visiting committee reports were presented for the Biological Engineering Division and the Departments of Physics, Civil and Environmental Engineering, and Materials Science and Engineering.

Corporation members heard Dr. Charles M. Vest's final report as president, in which he cited several recent examples of excellence among the faculty and students, including Professor Frank Wilczek's Nobel Prize and the latest awards of Rhodes and Marshall scholarships to MIT students. He concluded his remarks with a rap of the gavel, proclaiming the start of "The Hockfield Era" at MIT.

At the conclusion of the meeting, Corporation members and their guests attended a luncheon at the Faculty Club, to which members of the Academic Council were invited.

March Meeting

At the quarterly meeting on March 4, 2005, the Corporation approved the action of the president in the awarding of February degrees and the establishment of two degrees: a new SM program in computation for design and optimization in the School

of Engineering, and a new SB program in the Biological Engineering Division. They also heard remarks on the transfer of W. Gerald Austen (Class of 1951) to life member emeritus. Visiting committee reports were presented by the chairs of the visiting committees for the Sloan School of Management, the Department of Chemistry, the Engineering Systems Division, and Music and Theater Arts. Additional reports were presented by Corporation chairman Dana G. Mead, chair of the Membership Committee; Dedric A. Carter, chair of the Screening Committee for the Nomination of Recent Graduates; and James A. Lash, chair of the Corporation Joint Advisory Committee on Institute-Wide Affairs. Frank Wilczek, Herman Feshbach professor of physics, presented a talk on the work for which he won the 2004 Nobel Prize in physics. The members of the Corporation voted Corporation resolutions in Professor Wilczek's honor.

The second half of the meeting was devoted to a report by President Hockfield and a presentation and discussion of the Institute's finances. Following the meeting, members of the Corporation and their spouses and guests attended a reception and luncheon at the Faculty Club, where they were joined by new and current MacVicar Faculty Fellows and members of the family of the late Professor Margaret A. MacVicar, for whom the fellowships are named. Several Corporation members then attended the community event that marked MacVicar Day.

Commencement Meeting

The final quarterly meeting of the academic year was held on June 3, 2005, prior to the Commencement exercises, at which the speaker was Dr. Irwin M. Jacobs, MIT alumnus (SM '57, ScD '59) and cofounder, chairman, and CEO of Qualcomm Inc. At the meeting, the members accepted memorial resolutions honoring James A. Levitan (Class of 1948) and resolutions read in honor of three members completing their terms of service on the Corporation. They voted to approve the action of the president in the awarding of June degrees.

The active members of the Corporation unanimously elected new term and life members and approved the appointment of members of the Executive, Development, Membership, and Auditing Committees, as well as the chairs of the Institute's 30 visiting committees. Members heard reports from the chairs of the Screening Committee and the visiting committees for the Departments of Architecture, Biology, Political Science, and Electrical Engineering and Computer Science. The Corporation also heard the reflections and thoughts of the retiring chair of the Faculty, Professor Rafael L. Bras. The meeting concluded with the report of the president, after which 36 Corporation members marched in the academic procession to Killian Court for the Commencement exercises, for which W. Gerald Austen (Class of 1951) served as Corporation marshal. A reception and luncheon followed at the Stratton Student Center for Corporation members, their guests, and officials and guests of the Commencement Committee.

Annals of Corporation Membership

Resigned from the Corporation, effective September 9, 2004—Paul J. Ferri

Elected president of the Institute, effective December 6, 2004—Susan Hockfield

Elected life member, effective December 6, 2004—Charles M. Vest

Completed service, effective June 30, 2005—Dedric A. Carter, Barbara A. Gilcrest, James A. Lash

Elected life member, effective July 1, 2005—Brian G. R. Hughes

Elected to a five-year term, effective July 1, 2005—Robert L. Blumberg, R. Erich Caulfield, David D. Ho, Anita K. Jones, Linda C. Sharpe, James H. Simons, John A. Thain, and Kenneth Wang

Elected for two years to fill an unexpired term, effective July 1, 2005—Raymond C. Kurzweil

Ex officio member for a one-year term, effective July 1, 2005—Scott P. Marks, Jr., president of the Association of Alumni and Alumnae of MIT for 2005–2006

Transferred to life member emeritus—W. Gerald Austen (January 2005)

Deaths—Laurance Spelman Rockefeller (July 11, 2004), Ellmore Clark Patterson (November 5, 2004), James A. Levitan (May 14, 2005)

Corporation Committees

Advisory Committee on Shareholder Responsibility

The Advisory Committee on Shareholder Responsibility did not meet in 2004–2005. The Office of the Treasurer monitors votes in accordance with guidelines previously established by the committee. The treasurer is charged with requesting a convening of the committee if new issues arise during the year.

Auditing Committee

Meetings of the Auditing Committee were held on September 30, 2004, March 3, 2005, and June 2, 2005. In attendance were the committee members, representatives from PricewaterhouseCoopers, personnel from the MIT Audit Division, various MIT financial staff members, and invited members of the MIT administration. The committee meets in executive session following each meeting with members of the MIT administration, and with the external and internal auditors. Commencing in June 2004, the committee chairman convenes a private session with committee members prior to each meeting.

Committee members serving during the year were A. Neil Pappalardo, chair, Dedric A. Carter, Norman E. Gaut, Paul Rudovsky, and Scott P. Marks Jr.

The October meeting included a report from John R. Curry, executive vice president, Allan S. Bufferd, MIT treasurer, and James L. Morgan, controller, on the Fiscal 2004 financial statements and the Institute's gifts and investments. John Mattie of PricewaterhouseCoopers presented their report, which contained an unqualified opinion on the financial statements. Mr. Mattie also presented comments for Institute management addressing control issues in administrative and financial structure, accountability and resources, and enterprise systems controls; additional themes in his report included the evolving legislation for not-for-profit organizations, and enhancements to MIT's compliance support and oversight mechanisms. Deborah L. Fisher, Institute auditor, reported on internal audit activities. Jamie Lewis Keith, senior counsel, presented a comprehensive risk-focused summary of litigation at MIT, in executive session. Reports on recent regulation and legislation were presented to the committee. The committee deferred a vote on management's recommendation to appoint the firm of PricewaterhouseCoopers as auditors for fiscal year 2005, subject to final negotiation of audit fees; approval was subsequently obtained.

The March meeting began with a summary report by Ms. Fisher and her associates of the Internal Audit Division's work for calendar year 2004, and a presentation of the internal audit plan for the 18-month period from January 1, 2005, through June 30, 2006. PricewaterhouseCoopers also presented their engagement scope for the examination of MIT's 2005 financial statements. A report on quarterly financial results for the second fiscal quarter was provided and reviewed. A comprehensive update of management's initiative to improve research administration at MIT was presented, and the Auditing Committee requested that one of their membership, Paul Rudovsky, perform interim review of management's activities on behalf of the full committee and report with management at future meetings.

The June meeting included a presentation by Mr. Morgan of the financial results for the third fiscal quarter, the OMB Circular A-133 Audit for June 30, 2004, and updates on other regulatory matters. Ms. Fisher presented the status of work in the Internal Audit Division. Robert A. Brown, provost, Alice P. Gast, associate provost and vice president for research, and Mr. Curry provided an update on MIT's research administration improvement initiative, and Mr. Rudovsky contributed his perspective on management's activities. Mr. Morgan reported on the SAP Payroll system implementation project status and controls, and Dedric Carter, member of the Audit Committee provided comments based upon a previous review with management requested by the Committee.

Corporation Joint Advisory Committee on Institute-Wide Affairs

The Corporation Joint Advisory Committee on Institute-Wide Affairs (CJAC), the only committee on campus comprised of student, faculty, and Corporation representatives, provides a unique forum for discussion of a broad range of issues of Institute-wide concern. In 2004–2005, CJAC meetings were held in conjunction with the quarterly meetings of the Corporation in October, December, and March.

At the October meeting, held at the Faculty Club, CJAC reviewed the issues of mediation, counseling and conflict resolution, and academic integrity, which were topics of concern to CJAC in the 2004 academic year. In a discussion led by James A. Lash, chair of CJAC, it was determined that the Institute now had mechanisms in place to deal with mediation and conflict resolution. A committee recently formed by the dean for undergraduate education would further address this topic. Similarly, the issue of academic integrity was also being addressed elsewhere in the MIT community by groups involving faculty, administration, and students. As a result of the Institute's commitment to solving these issues, CJAC members decided to set aside these topics from further deliberation in this venue. Following the meeting, CJAC members were joined by members of the Corporation Screening Committee for Nomination of Recent Graduates and by other students for dinner and an explanation of the nomination and election process.

At the December meeting, held at McCormick Hall, issues of leadership and child care dominated the discussion. Invited guest Chancellor Phillip L. Clay announced that several initiatives had been funded to identify approaches to leadership development that could be incorporated into MIT's undergraduate and graduate education programs. A committee has also been convened to oversee a new leadership development center that would be announced in the near future. With respect to child care, the inadequacy of current on-campus facilities to meet the needs of junior faculty, staff, and student families was discussed, as well as the high cost of child care, especially for graduate students who live on limited financial stipends. It was also noted that limited child care facilities can have an adverse impact on the recruitment of younger faculty to MIT. Following the meeting, CJAC members were joined by residents of Baker House for dinner in their spacious dining area.

The discussions at the March meeting, held at Simmons Hall, focused again on the child care issue and on gender discrimination affecting undergraduate women, which was prompted by the protests against the proposed design of the Class of 2005 ring that included the representation of a woman in the representation of the Institute seal. It is expected that these issues will continue to be of interest to CJAC members in the coming year.

The chair of CJAC, James A. Lash, presented reports of the committee's activities at the December and March meetings of the Corporation.

Corporation Development Committee

Activities of the Corporation Development Committee are covered in the annual report of the vice president for resource development.

Executive Committee

The Executive Committee held 10 meetings during the past year. Much of its time was devoted to discussion of financial and budget planning, the management and enhancement of the Institute's resources, and capital projects. Other significant topics of discussion included the presidential search as well as developments in teaching and

research, student recruitment and admissions and financial aid policies, student life, and external relations.

Investment Management Company Board

In June 2004 the Executive Committee recommended and the Corporation approved an amendment to the Corporation Bylaws to establish an internal Investment Management Company as a constituent part of the Institute, and to permit its governing body, the Investment Management Company Board, to perform the functions of the former Investment Committee. The activities of the Investment Management Company Board for 2004–2005 are detailed in the Report of the Treasurer.

Membership Committee

The Membership Committee held three meetings during the academic year to discuss matters concerning membership on the Corporation and nominations to various Corporation standing committees and committees of annual recurrence.

Corporation Screening Committee for Nomination of Recent Graduates

The Screening Committee for Nomination of Recent Graduates, in collaboration with CJAC, held a joint dinner meeting for students on September 30, 2004, in part to explain the nomination and election process for membership on the Corporation. The committee met via three teleconferences, in January and February 2005, to review all nominee applications. From a group of 51 candidates, the committee selected six for the ballot. The nomination process was conducted under the auspices of the Alumni Association using an electronic ballot accessed by eligible voters via the internet. Mr. R. Erich Caulfield (PhD 2005) received the nomination and was elected in June to serve a five-year term on the Corporation.

Corporation Visiting Committees

Fourteen Corporation visiting committees convened for regular two-day meetings during academic year 2005: Architecture, Biology, Brain and Cognitive Sciences, Chemistry, Chemical Engineering, Civil and Environmental Engineering, Economics, Electrical Engineering and Computer Science, Engineering Systems Division, Libraries, Materials Science and Engineering, Music and Theater Arts, Physics, and Political Science.

In AY2005, the Institute's 30 visiting committees were composed of 422 persons filling 541 membership positions: 64 Corporation members filled 161 slots; 193 presidential nominees filled 200 slots; and 175 alumni nominees filled 180 slots. Ten people filled both a presidential nominee slot and an alumni nominee slot. Of these ten, two also filled one additional alumni slot, and one additional presidential slot.

Women made up 24 percent of the visiting committee membership, consistent with last year, while minorities comprised 17 percent of the visiting committee membership, the same as last year. Of the members, 39 percent were affiliated with academia, 53 percent with business and industry, 4 percent with government and law, and 4 percent with other organizations, including nonprofit enterprises.

Office Activities and Personnel

Under the leadership of Susan A. Lester, associate secretary of the Corporation, the staff of the Corporation Office coordinated and managed five Corporation meetings this year and worked with the staff of Gray House and others in coordinating arrangements for several of the events surrounding the inauguration of Dr. Susan Hockfield. The staff also coordinated and managed three CJAC meetings and 14 visiting committee meetings that occurred during 2004–2005, serving members of the Corporation, the committees, and faculty, staff, and students throughout MIT in support of the governance of the Institute.

Melanie A. McCue was promoted in the spring of 2005 to senior administrative assistant, reflecting her consistently strong performance in coordinating and carrying out, with her typical efficiency and enthusiasm, the details of visiting committee meetings and other responsibilities associated with the visiting committee process. She also continued to increase her knowledge as computer liaison and assume greater responsibilities in the understanding and reconciliation of accounting issues. Jacqueline A. Gaston left the Corporation Office in October 2004 to pursue employment opportunities related to her graduate studies in library science. Nina M. Lombardi joined the office in late November 2004 as administrative assistant I. She has quickly become an invaluable member of the staff, focusing primarily on the processes associated with Corporation membership, the coordination of the details of its meetings, and in maintaining cordial relations with its members. The diligence and dedication of these women to their responsibilities enable the office to deliver services of the highest quality to our constituent members and to faculty, staff, and students around the Institute.

Kathryn A. Willmore
Vice President and Secretary of the Corporation

Susan A. Lester
Associate Secretary of the Corporation

More information about the MIT Corporation can be found online at <http://web.mit.edu/corporation/>.