

Vice President for Institute Affairs and Secretary of the Corporation

One of the Institute's four corporate officers, the vice president for Institute affairs and secretary of the Corporation is responsible for MIT's communications, including the coordination of policy issues with the senior administration and trustees of the Corporation. The vice president for Institute affairs has management responsibilities for the Conference Services, Events and Information Center, News Office, Publishing Services Bureau, and Reference Publications Office. The secretary of the Corporation oversees the operations of MIT's board of trustees and its committees, including the 30 visiting committees that conduct biennial reviews of the Institute's academic and research programs.

Each year MIT opens its doors to the most promising students from across the country and the world. Together with our faculty, they are discovering next-generation solutions to the earth's energy and environment problems, making advances that will sustain the nation's economic growth, and developing tools that will allow the United States to outpace its technological competitors. As a result, MIT is a destination for visitors of all kinds: prospective students and their parents, intellectual partners and government leaders, close neighbors and foreign dignitaries. Others in the world visit the Institute virtually, whether exploring a subject in OpenCourseWare, clicking onto our homepage, or simply hearing about us in the media. There have never been more ways to learn about MIT; and it is happening at a time when the problems we are solving are more urgent than ever and our opportunity to lead has never been more important. To meet the challenge of enhanced communication about MIT's work on the world's most pressing challenges, the Office of the Vice President for Institute Affairs and Secretary of the Corporation has evolved to better serve the needs of the Institute.

First, the department previously known as Public Relations Services, encompassing the Conference Services, Events and Information Center, Publishing Service Bureau, and Reference Publications Office, has been formally reconstituted as the Office of the Vice President for Institute Affairs to more fully reflect recent changes in MIT's organizational structure. Second, the Office of External Affairs, formerly reporting to the vice president for external affairs, has been restructured; the Office of Community and Government Relations now reports to the executive vice president and treasurer, and the News Office now reports to the vice president for institute affairs.

The Office of the Vice President for Institute Affairs works closely with the President's Office to expand links with both the MIT community and external constituencies. To that end, the President's Office welcomed three new staff members this year. Martha Eddison assumed the role of special assistant to the president with responsibility for working closely with the president on all strategic communications. Michael Faber joined the President's Office as an advisor with a portfolio of responsibilities related to Institute governance and planning. We also welcomed Aaron Weinberger as a new human resources coordinator who will focus on issues related to recruitment, policies and procedures, operations, and payroll

Along with these additions came a critical departure. After 44 years of service to MIT, Susan Lester retired as associate secretary of the Corporation following the June 4 Corporation meeting. Although her length of service may seem staggering, it pales in comparison with other numbers that reflect her contributions. In her role as associate secretary, Sue orchestrated 53 Corporation meetings and shepherded 13 “classes” of new Corporation members through nomination, election, and orientation. In addition, she organized 196 visiting committee meetings—in other words, she coordinated the schedules of 450 very busy and influential people throughout the year each year from September 1995 through June 2008. As Corporation chairman Dana Mead observed, making the Corporation work “is the job Sue has done with exceptional devotion, warmth, finesse and loving attention to detail, for 13 years. She has served two presidents: Chuck Vest and Susan Hockfield; three chairmen: Paul Gray, Alex d’Arbeloff and Dana Mead; and two secretaries of the Corporation: Kathryn Willmore and Kirk Kolenbrander—with unfailing excellence, optimism and good cheer.” Sue will be missed by all of us who know her well, respect her as a colleague, and value her like a family member.

What follows is a report of the work of the Office of the Vice President for Institute Affairs and the Office of the Secretary of the Corporation.

Kirk D. Kolenbrander

Vice President for Institute Affairs and Secretary of the Corporation

Office of the Vice President for Institute Affairs

Conference Services, Events and Information Center

The mission of the Conference Services, Events and Information Center is to meet the information needs of the MIT community, of visitors to the campus, and of 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 932 departmental events and 235 Lobby 7 Kiosk registrations. Additionally, the staff provided training sessions for users of the online events calendar. Information Center staff also distributed 54,500 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. Joseph Coen is the manager of the Events and Information Center; center staff includes Kathleen Barrett, Lee Corbett, Marie Seamon, and Kimberly Nelson, who joined the staff in July. Kathleen Barrett retired on June 30, 2008, after more

than 45 years of service to the Institute. Rebecca Tyler continues to support a variety of the center's communications efforts.

One hundred and eight undergraduate student guides conducted tours for 26,252 visitors, of whom 12,699 were prospective students, and 4,113 were international visitors. The tour guide captain was Sarah Proehl. More than 475 delegates participated in meetings organized by the center.

The director managed the logistics of the fall Community Picnic, the State of the Institute meeting in September; a meeting of the Yale University trustees; dedication of the PDSI project in October; the community-wide Winter Break in December; the MIT Excellence Awards and MLK Breakfast in February; two visits to the campus by Massachusetts governor Deval Patrick in the spring, and events to honor Larry Benedict in May upon his retirement as dean for student life.

Commencement activities began on Thursday, June 5, with the Hooding Ceremony for 500 doctoral degree recipients. Chancellor Phillip L. Clay presided over this year's ceremony. The 142nd Commencement Exercises were held on Friday, June 6, and featured an address by Professor Muhammad Yunus, managing director of Grameen Bank and recipient of the 2006 Nobel Peace Prize, before 2,335 degree recipients and 10,000 family members, alumni, and guests.

Community Services

The Community Services Office (CSO) is charged with enhancing work/life for MIT faculty, staff, students, and retirees on campus, at Lincoln Laboratory, and at other affiliate locations. CSO managed a variety of programs this year, including those of the MIT Quarter Century Club, MIT Activities Committee, the Association of MIT Retirees, and the MIT Retirement Dinner.

CSO also managed Community Giving at MIT, serving as a conduit between the MIT community and the President's Office, the campaign chair and steering committee, and the MIT Community Service Fund, United Way of Massachusetts Bay and Merrimack Valley, and other nonprofit health and human service organizations. This year, Community Giving amplified its communications to the MIT community and expanded its website and online giving options. Fifty-one percent of donors used the online option to make their contribution, an increase of 6 percent from FY2007. As part of its effort, CSO coordinated several successful fundraisers, including a campus dining discount day, used book sale, two book sales, and a mobile phone collection, which raised a combined total of \$5,000. The office trained and advised 120 department representatives, and office and committee members hosted group sessions and visited departments to talk about Community Giving. The office also collaborated with Lincoln Laboratory, which organized a used book sale that raised \$4,182 (with \$2,182 earmarked to the Community Service Fund). Professor Roger D. Kamm served as campaign chair. Overall, the 2007-08 Community Giving Campaign experienced a decline in employee participation and contributions this year with 669 employees and retirees contributing \$293,391 (United Way of Massachusetts Bay: \$159,187; MIT Community Service Fund: \$96,798; and other local charities: \$37,406). This reflects a 20 percent (169) decline in

employee participation and a 16 percent (\$55,148) decrease in contributions from FY2007. The Associated Press recently reported that total US charitable giving (inclusive of workplace giving) in calendar year 2007 remained the same as that of 2006. However, the report also noted that giving significantly lagged in the latter part of the year due to economic worries, coinciding with the start of MIT's annual workplace giving effort.

The Association of MIT Retirees served more than 850 registered members. In FY2007, the association initiated an MIT Undergraduate Education Scholarship Fund that has raised over \$12,500 from retiree donations. This year, the Scholarship Fund awarded its first scholarship to Laura C. Harris '08. The association offered members and guests numerous events and activities during the year, including a multi-day trip to Montreal; New England day trips; cultural tours; lunches at the Colonial Inn and Endicott House; seminars on Preventing Identity Theft and Financial, Legal and Investment Considerations in Retirement; and a series of workshops on woodworking, computers, and origami. The association worked with the Human Resources Department to present several preretirement workshops and cohosted a retiree picnic at Lincoln Laboratory. Retiree Bill Hecht, a volunteer consultant, presented a report on ways the association can be of service to the MIT community, and is now, together with association committee members, developing a retiree mentoring program for employees and students. The association expanded its website, published a quarterly newsletter, and collaborated with the MIT Club in promoting its lecture series. Retirees Robert Blake, Richard Dolbec, and Jane Griffin served as co-chairs leading the organization and working with a volunteer advisory committee of 15 other retirees. Association committee members together with retiree groups from Boston University, Boston College, and Harvard University, served on the Boston Area College and University Retiree Associations, an organization that more broadly addresses the needs and concerns of retirees from institutions of higher education.

The MIT Activities Committee (MITAC), with leadership from co-convenors Karen Shaw (Lincoln Laboratory) and Emmi Snyder (MIT campus), responded to an increased demand for MITAC services. MITAC organized well over 280 cultural and recreational events for more than 12,000 participants, selling over 30,000 tickets. MITAC's total revenue increased substantially, exceeding \$522,212 for FY2008, an increase of 21 percent over FY2007 sales, with an average monthly revenue of \$43,517.

Program highlights included the Big Band Dinner Dance, a very successful new event for the MIT community that was cosponsored by MITAC and the MIT Federal Credit Union. More than 300 guests attended the sold-out event, representing a broad mix of faculty, staff, and students, as well as Lincoln Lab employees. This year, MITAC again offered a web-based Red Sox lottery to facilitate the sale of over 1,500 tickets to Red Sox games. Other highlights were bus trips to New York City; to Buffalo, New York, for a Patriots game; to Toronto for a Red Sox game; numerous campus talks, walking tours, lectures; and an increase in other cultural and recreational offerings. In addition, the MITAC email list continued to serve as a critical and effective marketing and sales tool. The list has grown over 20 percent in the past year with more than 4,000 subscribers. Additionally, the MITAC website continued to spark interest in events, and subsequent

sales. More than 12,000 customers are now entered in the MITAC database, an increase of approximately 20 percent over FY2007.

The MITAC Committee remained solid with 20 members from various areas of the Institute, plus four staff members.

CSO staff members were Ted E. Johnson, Traci Swartz, Diane Betz Tavitian, Linda Olson, and Lee Smith. Betty Bolivar retired this year, and a permanent staff member will be hired in FY2009.

Conference Services

The Conference Services staff manages logistical coordination and registration services for conferences and meetings sponsored by MIT faculty and staff. In FY2008, they coordinated logistics for 31 events that brought more than 10,500 guests to the campus, as well as nearly 100 to the residence halls over the summer. These events included the ILP's Risk Management, Information Technology, Research and Development, and Innovations in Management conferences; the MIT Vendor Fair; the Senior Congressional Staff Seminar; OCW's fall celebration; the Knight Fellowships' 25th Anniversary Symposium; and the IGEN Jamboree. Conference Services also coordinated presentations to MIT undergraduates by 190 organizations recruiting under the auspices of the MIT Careers Office.

Conference Services staff members were Cathi Levine, manager, and Eva Cabone, Nicole Silva, and Nancy DiPronio.

Jeannie Lauricella continued to provide support throughout all offices of the Conference Services, Events and Information Center.

Gayle M. Gallagher Director

More information about the Community Services Office can be found at <http://web.mit.edu/communityservices/>. For information about the Conference Services Office, visit <http://web.mit.edu/conferences/>; and for information about the Information Center, visit <http://web.mit.edu/infocenter/>.

MIT News Office

The MIT News Office serves as the central hub for the dissemination of news about MIT. The News Office promotes the achievements of the Institute's faculty, staff, and students to the outside world while keeping the MIT community informed about what is going on at the Institute.

The News Office focuses its efforts in several key areas, including:

- Working proactively with the news media to generate interest in MIT research, initiatives, announcements, and events
- Managing crises, including serving as the official voice of MIT on sensitive issues affecting the Institute
- Publishing *Tech Talk*, MIT's official in-house newspaper
- Producing the MIT News website, a compendium of Institute news and press clips updated daily
- Overseeing the MIT Home Page, the main electronic portal into MIT

Media Relations

For the first time, the News Office had a dedicated media relations team, charged with handling all interactions with the news media, promoting MIT news, and building relationships with reporters. In the past, these functions had been performed by various members of the News Office staff, often in an ad hoc manner. The new setup allows for an even more strategic approach to MIT's relations with the news media, with the goal of increasing visibility for the Institute.

Over the past year, MIT was featured in more than 3,700 articles in newspaper, magazines, and online media outlets. Much of this coverage was the result of News Office outreach efforts.

MIT coverage included 175 *New York Times* articles, 100 *Wall Street Journal* articles, 40 *Financial Times* articles, and 89 *Washington Post* articles.

Between September 2007 and April 2008, MIT was featured in 10 front-page *Boston Globe* articles (out of 370 *Boston Globe* articles total).

Some highlights of the past year's coverage:

- *Time* magazine: the Best Inventions Of The Year issue featured five MIT projects, including Ankelbot, Professor Dava Newman's biosuit, and the Digital Water Pavilion (11.12.07).
- *New York Times*: a front-page story on MIT OpenCourseWare and Professor Walter Lewin (12.19.07).
- CBS Evening News: a segment on MIT cancer research with Professors Sangeeta Bhatia and Robert Langer aired on this national evening news show (5.22.08).

- *The Economist*: a special report on The Future of Energy prominently featured MIT in six of the seven articles comprising the package (6.20.08).
- *Newsweek*: a feature story on the MIT Student Energy Club (5.12.08).
- MIT research stories generating the most interest in the media included:
- MIT team designs sleek, skintight spacesuit (Professor Dava Newman, 7.16.07)
- MIT duo sees people-powered “Crowd Farm,” a plan to harvest energy of human movement (James Graham and Thaddeus Jusczyk, 7.25.07)
- MIT corrects inherited retardation, autism in mice (Professor Mark Bear, 12.19.07)
- MIT creates gecko-inspired bandage (Professors Robert Langer and Jeffrey Karp, 2.18.08)
- Teams unravel heparin death mystery (Professor Ram Sasisekharan, 4.23.08)

The News Office managed media relations for several high-level MIT announcements and events, including:

- Launch of Legatum Center for Development and Entrepreneurship (9.17.07). Major coverage included the *Financial Times* (major feature), *New York Times*, *Boston Globe*, Associated Press, and *Forbes*.
- Launch of Novartis Center for Continuous Manufacturing (9.28.07). Major coverage included the *Boston Globe* (front page), *Forbes*, and *BusinessWeek*.
- Announcement of David H. Koch Institute for Integrative Cancer Research (11.09.07). Major coverage included the *Wall Street Journal* (philanthropy column), *Boston Globe*, UPI, and *Chronicle of Higher Education*.
- OCW 1800 celebration and announcement of “Highlights for High School” (11.29.07). Major coverage included the *New York Times* (front-page story), Associated Press, *Washington Post*, *USA Today*, and the *International Herald Tribune*. In addition, Professor Walter Lewin was interviewed on several national television shows.
- MIT Energy Conference (4.11-12.08). More than 25 journalists from major news outlets attended, including reporters from the *New York Times*, *Newsweek*, and *The Economist*.

The News Office coordinated the first-ever MIT media day, on the future of cancer research, in tandem with the Koch Institute. More than 25 reporters attended, resulting in front-page *Boston Globe* coverage and a segment on the CBS national news. The News Office plans to make the media days an annual event, organizing a different one each year on research topics that are important to MIT.

President Hockfield's Media Coverage

The News Office arranged several interviews for President Hockfield, including a guest appearance on the Charlie Rose Show (PBS), meetings with top editors of the *Wall Street Journal* and Bloomberg, and informal meetings with reporters at the World Economic Forum in Davos. The Charlie Rose segment was particularly effective in introducing viewers to President Hockfield and positioning MIT in the public eye.

Issues Management

The News Office played a key role in coordinating the Institute's public response to several controversial high-profile issues. These included an alleged sexual assault of a Boston University student at Senior House, an incident at Logan Airport involving an MIT sophomore, the stabbing of an MIT sophomore by a Wellesley College undergraduate, and a lawsuit involving the Stata Center and architect Frank Gehry.

Tech Talk

The News Office made significant upgrades and improvements to *Tech Talk* over the past year. An expanded beat reporting system yielded an increase in the number of stories that met the Institute's strategic goals and priorities, while a concerted effort to boost the quality of writing resulted in shorter, crisper articles. At the same time, the design of the paper changed dramatically as more emphasis was given to visual elements capable of capturing the reader's imagination.

The News Office also expanded the boundaries of *Tech Talk* by presenting written content in new ways. A new column, *MIT In The World*, explored the ways MIT community members are using simple technological solutions to raise living standards in the developing world. In the spring, a special project known as *Hope on the Horizon* featured MIT faculty discussing potentially life-altering technologies. More columns like these are planned in the future.

News Office Website

The News Office website received more than 4.6 million total hits in 2007–2008, an increase from the previous year. Site improvements included the incorporation and wider distribution of more video and audio content, the addition of a new feature allowing subscribers to receive PDF versions of *Tech Talk* issues each week, and the creation of a strong visual image on the News Office home page to draw attention to the main story.

Enhancements to the site included weekly audio podcasts (10,000 hits since January 2007), selected news clips of major MIT coverage, and expanded listings of MIT experts made available during breaking world/national news.

MIT Home Page

In November 2007, the MIT Home Page team began reporting to the News Office, reflecting the growing importance of the web as a news and communications medium. The result has been increased collaboration with the News Office editorial and media relations teams, with home page spotlights now produced in sync with press releases and media coverage coming out of the News Office.

The MIT home page received more than 27 million page views in 2007–2008, and the thought-provoking home page spotlights continue to receive acclaim both inside and outside MIT. Sections for news and event headlines were added to the home page this fall, and the number of spotlights appearing on the home page, second-level pages, and events calendar increased to 30 each day, totaling more than 2,000 spotlights this past year.

In spring 2008, the Home Page team launched a new website focused on emergency communications at MIT, <http://emergency.mit.edu>, and collaborated with IS&T and the Security and Emergency Management Office to develop an awareness campaign around its launch. The team also consulted on the launch of the MIT Mobile Web, <http://m.mit.edu>, and continued to increase the amount of video content disseminated through MIT's video gateway at <http://watch.mit.edu>.

The Home Page team also worked to develop the format and content of President Hockfield's website, <http://web.mit.edu/hockfield>, with the addition of videos, op-eds, and reports to the Executive Committee of the MIT Corporation planned for fall 2008.

Pamela Dumas Serfes
Executive Director of News and Communications

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

Publishing Services Bureau

The mission of MIT's Publishing Services Bureau is to promote excellence in MIT print and electronic communications by acting as a coordinated channel for publishing activities across the Institute.

PSB advises MIT departments, laboratories, and centers in the development of a range of communications, including brochures, websites, event materials, and business papers. With expertise in graphic design, communications strategy, printing, web development, project management, and procurement, PSB staff help to develop communications that further departmental goals such as student or faculty recruitment, fundraising, and academic or administrative program-awareness building.

PSB offers services tailored to different levels of client experience and need, and PSB advisors act as specialized agents, matching vendor services with client requirements. PSB offers its services free of charge and without mandate to the community.

Publishing Projects

In fiscal year 2008, PSB coordinated approximately 900 jobs, with another 617 handled through the electronic catalog (ECAT) online business paper ordering system. Continuing its partnership with the Departmental Consulting and Application Development (DCAD) team in Information Services and Technology, PSB assisted MIT publishers in planning and executing 54 web publishing projects. PSB clients purchased \$1.1 million in print services, with an additional \$2.3 million channeled directly to MIT preferred print partners. PSB also managed \$1.5 million in creative services enlisted for development of departmental publications, including program brochures, websites, invitation packages, and event posters.

PSB procurement staff processed, facilitated, and advised on the issuance of purchase orders and contracts for \$32.6 million in creative, print, and web services on behalf of MIT publishers.

The following two projects demonstrate typical services provided by PSB:

- MIT Alert campaign, May 2008, <http://web.mit.edu/mit-emergency/mitalert/>
Developed a communication campaign for the Security and Emergency Management Office designed to encourage MIT community members to register their cell phone numbers with the MIT Alert system and raise awareness of the resources available in case of a campus emergency. Guided the development of an integrated marketing campaign across a variety of media, including a website, email invitation, newspaper ads and articles, Infinite Corridor slide projections, and printed collateral (table tents, posters). Received great response rate from the community.
- Next Billion Network identity, collateral materials, and merchandise, June 2008
PSB worked with the Center for Developmental Communications at the MIT Media Lab to develop a communications campaign for this new center, advising on creative strategy, defining deliverables, and recommending a budget. The center was established to research and develop mobile technologies and new models of collaboration among low-income people in developing countries. Its goal is to create entrepreneurial opportunities and wealth creation from the ground up, impacting the microeconomics of these communities. The client wanted to create a communications strategy to recruit students and faculty across the Institute to contribute to the initiative, as well as to reach out to potential sponsor organizations, foundations, and NGOs, to gain program participation, collaboration, and funding. PSB identified a designer who created the Next Billion Network name and logo to convey the concept that roughly one billion people worldwide could be brought into the global economy through the use of wireless technologies. The posters feature striking photographs of villagers in remote locations with the headline I AM NEXT. The suite of materials developed include customizable posters to recruit students, postcards used as handouts at events, and a sponsor brochure designed with a pocket to include a personalized letter and customized inserts that may be updated as the program evolves. Since the Next Billion Network's program launch, the program has offered four courses with a total of 112 students. Twenty-two projects have been engaged in 14 countries.

Publishing Seminars

PSB supports excellence in MIT communications through direct project counseling and by facilitating relationships with preferred creative vendors. In addition to individual advising services, PSB provides group learning opportunities by creating and hosting seminars to educate MIT staff at all levels of expertise in best publishing practices.

This past year PSB hosted nine seminars on publishing topics including crisis communications, effective website design and usability practices, market research, direct mail, and digital printing. The cost of online webinars and hosted seminars was leveraged to benefit 20–40 MIT staff per session.

- Green Communications Seminar, March 2008, http://web.mit.edu/commworkshops/032608/vertable_p.html

In support of MIT energy and environmental goals, PSB developed and hosted a full-day seminar on environmentally friendly publishing strategies. At this seminar, 75 attendees learned what it means to think, act, and design “green.” Experts from the world of sustainability, graphic design, paper, printing, and IT energy savings shared their knowledge on how to make an environmental impact and still effectively communicate key messages. Attendees included MIT staff, peers from nine Boston area universities, and several partner design firms. To extend the learning, presentations and video from each session were posted online.

Summaries of publishing seminars and other 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 planned for the next academic year.

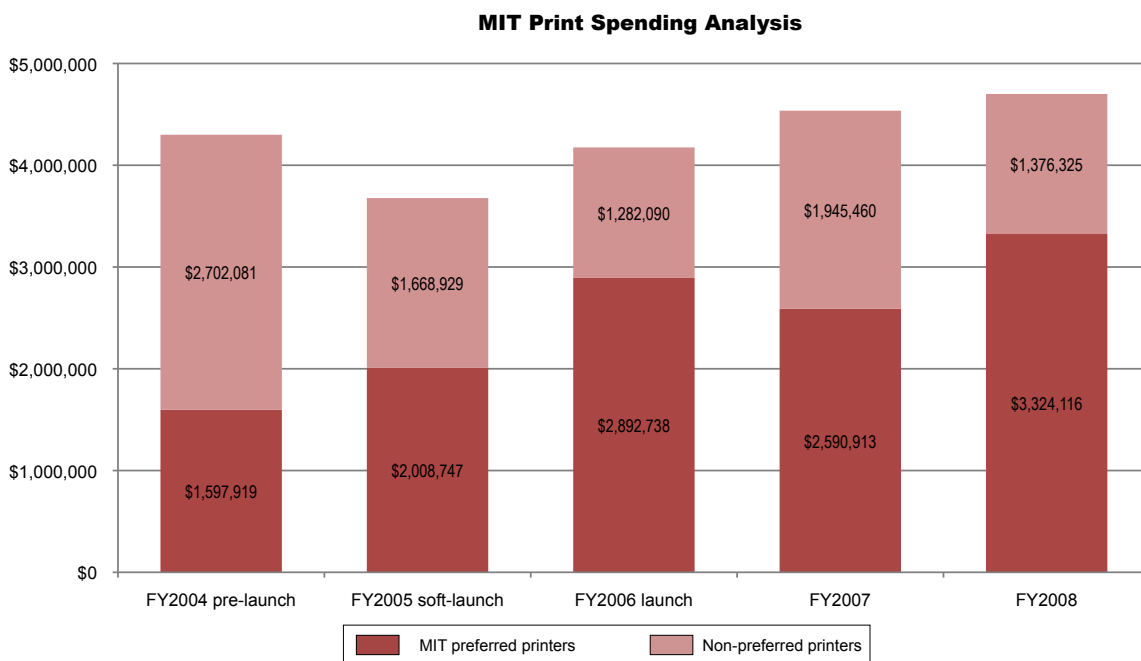
Publishing Tools

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

Preferred Print Vendor Program—MIT Purchasing Initiative

PSB manages service agreements between MIT and 10 preferred print vendors, establishing standards for service, competitive pricing, and quality in a program that began in 2005–2006.

Analysis of MIT print spending over the past year shows a migration of work to the preferred vendors. The market share for preferred printers has increased from 37 percent in FY2004 to 71 percent in FY2008. Analysis of purchases made with non-preferred printers show 8 percent purchases with online printers.



Print Spending Analysis

	FY2004 pre-launch	FY2005 soft launch	FY2006 launch	FY2007	FY2008
Number of printers doing business at MIT	240	122	128	155	140
Total print spending	\$4,300,000	\$3,677,676	\$4,174,828	\$4,536,373	\$4,700,441
Preferred printer market share	37%	55%	69%	57%	71%

Note: This analysis reflects invoice and credit card value of work done by external printers only and does not include MIT Copy Technology Centers.

PSB conducted an annual Internet survey to gauge satisfaction with the program in April 2008. Email invitations were sent to the ao-query and support staff email lists inviting any member of the MIT community to participate. A total of 153 people completed the survey. MIT buyers gave honors or high honors to the majority of the vendors for quality and service, with 6 out of 10 vendors receiving 100 percent honors for quality. Ratings for service ranged from 83 to 100 percent honors for most vendors. For the most part, buyers felt the prices are competitive. Respondents expressed interest in a recommended set of environmentally friendly printers, as well as vendors of promotional products.

In the year ahead, PSB will continue to monitor printer quality and service, partnering with preferred printers to promote environmental choices for MIT publications. PSB will research online print vendors to analyze the increasing interest in online print purchasing. In calendar year 2009 the team will conduct a comprehensive evaluation of printers and the program with plans to launch the updated service agreements in 2010.

ECAT Online Business Paper Ordering System

The ECAT online business paper ordering system, developed and managed by PSB, received 617 orders for items such as business cards, letterhead, and envelopes in the fifth full year of the program. The ECAT system affords significant savings in print costs (between 20 and 60 percent per item) and in staff time.

With the conclusion of the initial ECAT vendor agreement, the PSB ECAT team completed the final stages of an evaluation of prospective vendors and systems. Having interviewed and qualified 16 potential vendors in the prior fiscal year, the team evaluated proposals from five qualified vendors: Ambit Press, Next Generation Printing, Shawmut Printing, Winbrook, and RR Donnelley/W.E. Andrews. The contract was awarded to incumbent Ambit Press based on criteria including system functional requirements and new capabilities, print quality, customer service, technical support capabilities, competitive pricing, and ability to integrate with the SciQuest e-commerce portal.

The team migrated the ECAT catalog to the SciQuest/eCat3 platform established by MIT Procurement. PSB provided training to assist MIT staff in adapting to the new ECAT SciQuest front end.

The growth of the online catalog this year included the addition of the MIT Executive Suite catalog of business papers for senior officers, as well as custom catalogs for MITEI, the Research Lab of Electronics, and the Department of Mechanical Engineering.

In the year ahead, PSB will continue to evaluate MIT print purchasing trends to consider products that would benefit from the streamlined ordering and discounted pricing available through the ECAT system.

MIT Graphic Identity Program

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.

This past year PSB collaborated with the MIT Technology Licensing Office (TLO) and a committee of the Alumni Association to evaluate MIT's Merchandise Branding Program. Revenue from MIT-branded merchandise sales is tied to MIT scholarships. Goals for the program include establishing standards that will result in the provision of high-quality MIT-branded merchandise, which will enhance alumni pride in the Institute.

PSB conducted reviews of branding programs at universities including Cornell, Stanford, Princeton, and Duke, and interviewed staff from the MIT Coop, TLO, and merchants to establish current practices and identify opportunities for improvement.

In the year ahead, PSB will develop an MIT merchandise style guide to establish design standards and guidelines for proper use of the MIT logo and marks on MIT licensed products. PSB will develop and implement a merchandise review process in partnership with the TLO to ensure compliance with the new standards.

Image Library

PSB developed and maintains a library of MIT images available for use in MIT print and electronic communications. Our goal is to help offices across the Institute leverage photography purchased through an online image sharing solution and to migrate the library to a digital asset management system that will provide improved functionality, such as the ability to search images by metadata.

PSB continued our collaboration with IS&T's Information Software Development and Architecture group (ISDA) as it continued development of Thalia, an interface that will allow a department, lab, or center to upload images, assign metadata, and organize images into albums for sharing.

Over the past year, PSB migrated our library of approximately 800 images into the beta version of Thalia and provided feedback to ISDA to enhance usability and performance of the system. Activities included identifying and entering metadata for all images.

In the year ahead, PSB will continue working with ISDA as they complete development of this tool. We will also expand the PSB image library with new photography responding to suggestions from MIT communications staff.

These resources can be accessed by MIT staff at the PSB website noted at the end of this report.

Awards

Several projects facilitated by PSB were recognized with awards.

- Council for the Advancement and Support of Education (CASE) 2008 Circle of Excellence Awards (International)

Silver Medal in the category of Fundraising Publications Packages

The Human Factor: Campaign for Students

MIT department: Resource Development; designer: Adam Larson/Adam&Co;

PSB advisor: Maryann Czerepak

Silver Medal in the category of External Audience Tabloids and Newsletters, Print

Spectrum

MIT department: Resource Development, Liz Karagianis; designer: Yellow Inc.; writers: MIT staff and guest writers (varies by issue); photographer: Ed Quinn, Len Rubenstein; printer: Universal Millennium; PSB advisor: Tom Pixton

- Council for the Advancement and Support of Education (CASE), District I Awards (New England). These Awards recognize outstanding achievement in higher education, independent school, and non-profit organization communications. Judges assess overall design, content and writing, and use of photography, graphics, and technology.

Gold Medal in the category of Brochures

MIT Libraries Fundraising Brochure, <http://web.mit.edu/psb/portfolio/brochures/libraries.html>

MIT department: MIT Libraries, Heather Denny, Sharon Stanczak; designer: Hecht Design; writing: Martha Eddison; printing: W.E. Andrews; PSB advisor: Cheryl Slowik

Silver Medal in the category of Campaigns, Gold Medal in the category of Digital Media, and Silver Medal in the category of Websites–Specialty Sites

The Human Factor: Campaign for Students

MIT department: Resource Development, Mike Dyer, Tom Witkowski; designer: Adam Larson/Adam&Co; writers: Tom Witkowski, Mike Dyer, Neal Kane/Libretto; photographers: Joshua Dalsimer Photography (primary) and Christopher Harting Photography; printer: Universal Millennium; web developer: Aaron Carmisciano/Subluxed; film director: Joshua Seftel/Seftel Productions; cinematographer: Austin Debeche/Moonlight Motion Pictures; PSB advisor: Maryann Czerepak

Gold Medal in the category of Newsletters/Newspapers

Spectrum

MIT Department: Resource Development, Liz Karagianis; designer: Yellow Inc.; writers: MIT staff and guest writers (varies by issue); photographers: Ed Quinn, Len Rubenstein; printer: Universal Millennium; PSB advisor: Tom Pixton

Honorable Mention in the category of Special Purpose Communications

Music Library Stewardship Library Event

MIT Department: MIT Libraries Development Office; designer: Subbiah Design; writers: Libraries staff; printer: Puritan Press; PSB advisor: Cheryl Slowik

Personnel

After completing three years with PSB, office assistant Quentin Alexander moved to a new position as a financial assistant in Information Services & Technology. In October, Matt Baccigalupo joined PSB as a procurement assistant (financial assistant II).

Monica Lee Director

More information about the Publishing Services Bureau can be found 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 timely, accurate, and authoritative information about MIT's organization, programs, and policies.

The 2007–2008 academic year saw the appearance of the 144th edition of the MIT Bulletin, a serial publication that has been issued every year since 1865, when the Institute admitted its first students. New this year was a reconfiguration of the Bulletin's four issues—the first juggling of the Bulletin lineup since 1992. MIT's Course Catalogue, published in September, was again the first issue. In November, the Student Directory and the Faculty & Staff Directory became issues two and three, replacing the IAP Guide and Summer Session Catalogue—former print publications that had migrated to the web. Issue four, published in January, was MIT Facts, replacing the pamphlet entitled First Year Academics and Freshman Advising, published by the Office of Undergraduate Advising and Academic Programming.

The new lineup, consisting entirely of print publications, brings the MIT Bulletin into compliance with US postal regulations governing use of a periodical mailing permit. These regulations stipulate that all the issues of a periodical must be available on “printed sheets.” As a consequence, publications like the IAP Guide and Summer Session Catalogue that now reside exclusively on the web can no longer qualify as periodicals. Interestingly, the regulations do *not* require that every issue of a periodical be mailed to readers, allowing other modes of distribution into the mix.

It must be admitted that the Bulletin reconfiguration serves an eminently practical end. But it can also be seen as an affirmation of tradition—a renewal of the MIT Bulletin's original calling as “a bulletin of information about the Institute, its government, staff, regulations, requirements for admission, facilities, and courses of instruction, both undergraduate and graduate.”

MIT Facts, which has now joined the Bulletin lineup, continues to grow in use and popularity across the campus, with an increasing number of offices and programs using it as a convenient handout to new hires, workshop participants, conference

attendees, and other campus visitors. Until this past year, print copies of MIT Facts had been distributed only to MIT offices and programs. Now, print copies have been made available to the general public for the first time. Visitors seeking an inexpensive, informative souvenir can purchase the booklet at the MIT Press Bookstore and MIT Museum shop.

Also noteworthy this year: the print edition of the MIT Course Catalogue was printed on 100 percent recycled paper for the first time.

Undoubtedly the most surprising event of the year occurred in the spring when RPO received checks totaling \$10,622 from Barnes & Noble (owners of the MIT Coop) in full payment of a basket of invoices that had accumulated for more than 10 years. According to office lore, RPO had always submitted invoices for copies of the MIT Bulletin sold to The Coop, but they had never paid. Simple as that—they never paid. Until this year, when publication manager Kimberly Mancino's year-long collection effort finally persuaded Barnes & Noble to meet its obligation. Ignoring brush-offs, buck passing, and pleas of ignorance, Kimberly pressed the company with diligence, patience, and courtesy—and did not let the matter drop. When the company claimed it could not find records of our past correspondence, she resent it all. For her clear-sighted resolve and diplomatic ability in bringing the matter to a successful conclusion, Kimberly's colleagues in RPO nominated her for an Infinite Mile Award in problem solving and leadership, and were pleased when she won the award.

In the summer of 2007, editorial assistant Nina Domenico left MIT for employment in the financial sector. Replacing her as Jen Schoonover's job-share partner was Anne Kern, a former editor for WGBH.

Plans for 2008–2009 include continued work on developing an open-source content management system for parts of the Course Catalogue; adaptation or extension of the Course Catalogue website for improved compatibility with mobile and handheld devices; and a redesign of the Reference Publications Office website to improve support for order fulfillment and other business operations.

Stuart Kiang
Director

More information about MIT's Reference Publications Office can be found 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 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

Orientation Program and Annual Meeting

On October 4, 2007, an orientation program was held in the Emma Rogers Room for new members of the Corporation. In the evening, new members and their spouses and guests were hosted by members of the Executive and Membership Committees for a reception and dinner.

Chairman of the Corporation Dana G. Mead convened the annual meeting on October 5, 2007, at Gray House, at which four new members, four reelected members, and the 2007–2008 president of the MIT Alumni Association, Harbo P. Jensen, were introduced to the membership. The Corporation then approved the awarding of September degrees, as recommended by the officers of the Faculty.

The annual meeting of the Corporation provides an opportunity for the senior administration to update the trustees on important business and strategic planning issues. President Susan Hockfield began the presentations with her annual report; executive vice president Theresa M. Stone gave the report of the treasurer; and Provost L. Rafael Reif provided an update on the establishment of a new financial foundation for MIT's future.

The Corporation also heard reports from A. Neil Pappalardo, chair of the Audit Committee, and Seth Alexander, president of the MIT Investment Management Company. Following the chairman's report of the Membership Committee, president emeritus Paul E. Gray read remarks honoring the transfer of DuWayne J. Peterson, Jr., to life member emeritus.

Visiting committee reports were presented by their chairs for the Departments of Electrical Engineering and Computer Science, Brain and Cognitive Sciences, and Chemical Engineering.

The Corporation welcomed Adèle N. Santos, dean of the School of Architecture and Planning and professor of architecture, who spoke about her vision for the future of the school. Her presentation was received with great interest and enthusiasm by the trustees.

The featured speaker at the concurrent Morning Program hosted by Nancy Mead for Corporation members' guests was Paula T. Hammond, the Bayer professor of chemical engineering.

At the conclusion of the annual meeting, Corporation members joined their guests, the day's featured speakers, and members of the Academic Council at the Corporation luncheon, which was held in the new Pappalardo Community Room in the Department of Physics. The luncheon was followed by the dedication ceremony and president's reception for the new Green Center for Physics in the recently completed Physics, Department of Materials Science and Engineering, Spectroscopy Laboratory, and Infrastructure (PDSI) Building (6C).

Later in the afternoon, Chairman Mead convened a best practices session for visiting committee chairs and other interested Corporation members. Eighteen Corporation members attended this annual training event.

December Meeting

At the quarterly meeting on November 30, 2007, the Corporation met in the auditorium of the Department of Brain and Cognitive Sciences, the first time in recent memory that the meeting was held in a venue other than Gray House. Based on the positive reaction of the members, it was planned that meetings would be held in a variety of campus venues in the future.

The Corporation heard reports from President Susan Hockfield, from Jeffrey L. Newton, vice president for resource development, and from Chairman Dana G. Mead, chair of the Membership Committee. A. Neil Pappalardo, chair of the Audit Committee, announced a new practice for the selection of the Institute's external auditors for 2007. In addition, visiting committee reports were presented by their chairs for the Department of Aeronautics and Astronautics, and the Humanities.

Professor Meg Jacobs of the History Section in the School of Humanities, Arts, and Social Sciences spoke to the Corporation about her current research into the social, political, and technological forces surrounding the US energy crisis of the 1970s, and about her popular freshman course *How to Stage a Revolution*. Funding for the course, which is taught jointly by several faculty members, was provided by the d'Arbeloff Fund for Excellence in Education.

At the conclusion of the meeting, Corporation members and their guests attended a luncheon in the atrium of the Brain and Cognitive Sciences building to which members of the Academic Council were invited. At the luncheon, the honorary chairman of the Corporation, Alexander V. d'Arbeloff, and his wife, Brit, were recognized for their outstanding philanthropy to the Institute. In recognition of their abiding interest in fostering learning and supporting educational experimentation, the original Technology-Enabled Active Learning (TEAL) classroom in Building 26 was dedicated in their honor. As the month of December marked Mr. d'Arbeloff's 80th birthday, a surprise birthday cake and a congratulatory round of "Happy Birthday" concluded the festivities.

Following the luncheon, Corporation member Raymond C. Kurzweil presented a talk entitled “The Acceleration of Technology in the Early 21st Century: The Impact on Technology Education and Society” that was attended by many Corporation members.

March Meeting

The auditorium of the Broad Institute on Main Street in Cambridge was the setting for the quarterly meeting on March 7, 2008. During the meeting, the Corporation approved the action of the president in the awarding of February degrees, on the recommendation of the officers of the Faculty.

A series of reports from members of the senior administration began with the report of the president. A two-fold report from the provost focused on tuition and financial aid, presented by the chancellor; and an update on diversity, recruitment, and hiring, presented by the provost. The Corporation also heard reports from the president of the Investment Management Company, Seth Alexander, and from the executive vice president and treasurer, Theresa M. Stone.

The Corporation also heard five oral reports by the chairs of the visiting committees for the Departments of Political Science, Nuclear Science and Engineering, and Urban Studies and Planning; the Division of Student Life; and Sponsored Research. Additional reports were presented by Corporation chair Mead, chair of the Membership Committee; Harbo P. Jensen, president of the MIT Alumni Association; and Linda C. Sharpe, chair of the Corporation Joint Advisory Committee on Institute-Wide Affairs (CJAC).

The concurrent Morning Program for Corporation members’ guests, hosted by Nancy Mead, featured a presentation by Professor Esther Duflo, Abdul Latif Jameel professor of poverty alleviation and development economics.

Members of the Corporation and their accompanying spouses and guests attended a reception, luncheon, and groundbreaking ceremony for the David H. Koch Institute for Integrative Cancer Research. Keynote speakers at the luncheon included the honorable E. Denise Simmons, mayor of the City of Cambridge; Professor Tyler Jacks, director of the Koch Institute; and Dr. John Niederhuber, director of the National Cancer Institute. Also in attendance were officials from the City of Cambridge and the Commonwealth of Massachusetts, architect Harry Ellenzweig, and members of the building construction project supervisory team.

Later in the afternoon, several Corporation members attended the MacVicar Day community-wide activity held in the Kirsch Auditorium of the Ray and Maria Stata Center, where MIT alumnus and Nobel laureate Professor Carl E. Weiman, known widely for his leadership in science education, spoke on Science Education in the 21st Century: Using the Tools of Science to Teach Science.

Commencement Meeting

The final quarterly meeting of the academic year was held on June 6, 2008, in Twenty Chimneys in the Stratton Student Center, prior to the Commencement exercises at which Nobel laureate Dr. Muhammad Yunus was the principal speaker. The trustees

voted to approve the action of the president in the awarding of June degrees, and the establishment of a Master of Finance degree program at the Sloan School of Management.

The active members of the Corporation unanimously elected one new life member and seven new term members (one of whom was introduced by the chair of the Screening Committee to nominate representatives from recent classes), and reelected two term members. Antonia D. Schuman was announced as the 2008–2009 president of the MIT Alumni Association, succeeding Harbo P. Jensen, whose term ended on June 30.

Chairman Mead read two resolutions that were approved unanimously by the trustees: one for the five retiring members of the Corporation, and one for Susan A. Lester, retiring associate secretary of the Corporation. Members then heard reports from the chairs of the visiting committees for the Whitaker College/Harvard-MIT Division of Health Sciences and Technology and the Departments of Earth, Atmospheric, and Planetary Sciences; Mathematics; and Linguistics and Philosophy.

Following Susan Hockfield's report of the president, the meeting was adjourned. Forty-one Corporation members, including those in the guests of honor division, marched in the academic procession to Killian Court for Commencement exercises, for which Norman B. Leventhal '38, who was celebrating his 70th college reunion, and Joseph G. Gavin, Jr. '41 served as Corporation marshals. A reception and luncheon for Corporation members, their guests, and officials and guests of the Commencement Committee followed at the Stratton Student Center.

Annals of Corporation Membership

Completed service as an *ex officio* member effective August 31, 2007:

David P. Driscoll, commissioner of Education, Massachusetts Department of Education

Ex officio member effective September 1, 2007:

Jeffrey M. Nellhaus, acting commissioner of Education, Massachusetts Department of Education

Completed a five-year term effective June 30, 2008:

Gerald J. Burnett, Sudeb C. Dalai, Claude L. Gerstle, Gregory E. Moore, Anthony Sun

Elected to a five-year term effective July 1, 2008:

Ursula M. Burns, Lawrence K. Fish, Diane B. Greene, Helen Greiner, Harbo P. Jensen, Abigail P. Johnson, Marta M. Luczynska, Victor J. Menezes, Laura D. Tyson

Elected to fill one remaining year of a five-year term, effective July 1, 2008:

Peter L. Slavin

Elected life member effective July 1, 2008:

Arthur J. Samberg

Ex officio member for one year effective July 1, 2008:

Antonia D. Schuman, 2008-2009 president of the MIT Alumni Association

Transfers to Life Member Emeritus:

None

Deaths:

None

Corporation Committees

Advisory Committee on Shareholder Responsibility

The Advisory Committee on Shareholder (ACSR) advises the Executive Committee of the MIT Corporation on matters concerned with MIT's votes and other actions as a socially responsible owner of stocks in businesses and industries.

Given the importance of the issues that the ACSR addresses, MIT has been examining how best to connect and communicate with corporations and the MIT community.

During the 2007–2008 academic year, ongoing discussions took place with students, faculty, and staff on how best to engage the ACSR.

The MIT Investment Management Company continues to monitor proxy votes in accordance with guidelines previously established by ACSR.

Audit Committee

Meetings of the Audit Committee were held on October 3, 2007, March 5, 2008, and June 5, 2008. In attendance were Audit Committee members, representatives from PricewaterhouseCoopers, personnel from the MIT Audit Division, various MIT financial staff members, and invited members of the MIT administration. Following each meeting, the committee meets in executive session with members of the MIT administration, and with the external and internal auditors. The committee chairman convenes a private session with the members of the committee prior to each meeting.

Committee members serving during the year were A. Neil Pappalardo, chair, Norman E. Gaut, Scott P. Marks, Jr., Gregory E. Moore, and Sanjay K. Rao.

The October meeting began with an introduction of Michelle Christy, director of the Office of Sponsored Programs, newly appointed since the prior meeting of the committee. Gillian Emmons, associate controller, reported on the FY2007 financial statements. Discussion among members of the Audit Committee and the MIT administration ensued regarding expectations for research revenue over the next few years. Paul Hanley, engagement partner of PricewaterhouseCoopers (PwC), presented the results of the PwC audit for FY2007, which contained an unqualified opinion on the financial statements. Mr. Hanley shared the background for FASB 158, which addresses unfunded pensions, noting that MIT is uniquely overfunded. Ms. Hourin, PwC audit manager, reviewed two current-year matters, namely, the opportunity for integration of accounting policies, processes, and procedures across MIT, and the need for documentation of policies for significant judgments and estimates, on which issue there was significant improvement in FY2007. Jerrold Grochow, vice president for

information services and technology, highlighted several incidences of identity theft and the compromise of personal information at MIT; an ongoing program is in place to minimize access to and storage of personal information across MIT. Claude Canizares, vice president for research and associate provost, provided an update that the Research Administration Improvement Initiative focus has been on research administration training. Deborah Fisher, Institute auditor, and Michael Bowers, associate audit director, reported on internal audit activities. 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 FY2008, subject to final negotiation of audit fees; approval was subsequently obtained.

The March meeting began with the quarterly report on financial results as of December 31, 2007, by Ms. Emmons, newly appointed as director of accounting services and controller, followed by presentation of the Employee Benefit Plan audit results for 2005 and 2006 by Magdalene Lee, assistant to the controller. The engagement scope for the examination of MIT's 2008 financial statements was presented by Mr. Hanley of PricewaterhouseCoopers. Ms. Fisher and Mr. Bowers delivered a summary report of the Audit Division's progress and results to date with respect to the 2008 Audit Plan. Christina Williams, director of financial planning and administration, updated the committee on the Merchant Services Project, the long-term strategy of which is to achieve and maintain Payment Card Industry (PCI) compliance. Allison Dolan, Personally Identifying Information project director, informed the committee about progress with respect to the reduction of social security number storage and related awareness. The committee was briefed on continued progress toward improvements in research administration. Reports on recent regulation and legislation were presented to the committee.

The June meeting included a presentation of the financial results for the third fiscal quarter, a discussion of the Institute audit as of June 30, 2007, in accordance with OMB Circular A-133, and updates on other regulatory matters. Ms. Fisher and Mr. Bowers presented the status of work in the Audit Division as well as the internal audit 2009 plan of work. Ms. Williams presented the status of the aforementioned Merchant Services Project. Ms. Dolan also offered an update on the Personally Identifying Information project.

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, is a broadly representative group to which the Corporation can turn for consideration and advice on special Institute-wide matters requiring Corporation attention. CJAC provides a unique forum where faculty and students can offer their thoughts and analyses on a wide range of issues. The interchange among the members helps the presenters gain perspective in a very real way. In 2007–2008, CJAC meetings were held in conjunction with the quarterly meetings of the Corporation in October, December, and March, with an additional meeting in January.

Following the October meeting, held at the Faculty Club, 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 for young alumni to join the Corporation. Following the December and March meetings, held in the Vannevar Bush Room and at the Sidney-Pacific graduate residence hall, respectively, Corporation members and local dormitory residents joined the members of CJAC for dinner and additional conversation in relaxed and comfortable settings.

At the March meeting of the Corporation, the chair of CJAC, Linda C. Sharpe, presented the report of the committee's activities, during which the presidents of the Graduate Student Council and the Undergraduate Association were present.

Over the course of the 2007–2008 academic year, members discussed several ways to improve the effectiveness of CJAC: by assuring continuity of student representation from year to year; by connecting more substantively with undergraduate and graduate student constituencies; by strengthening ties to the Corporation to receive feedback to ensure that the issues raised are best addressed by the CJAC process; and by developing ways to measure CJAC's overall success.

CJAC focused its attention this year on the following issues:

- *Student involvement in Institute decision-making* on issues ranging from housing planning and relocation of students; relations with the media concerning students in the news; and involvement in issues of social conscience that relate to the Institute's investment policies.
- *The prospect of increased student enrollment* and its effect on undergraduate academics, advising, and student life. CJAC members observed that even with enrollment at current levels, some popular courses are oversubscribed, and lotteries determine enrollment in popular electives. Increased enrollment would further stretch faculty resources and create space usage issues.
- *Dental care for graduate students* is another issue of major concern. Students presented a potential solution to members of the administration for their consideration to provide dental care for MIT's graduate students.

Following the report, the chancellor addressed some of the concerns of the committee, citing the discussions regarding the decision to renovate W1 (formerly Ashdown House) as a triumph of cooperation between the administration and students leaders. A committee formed by Dean Larry Benedict brought forth recommendations that included the option to fully renovate W1 and to reinstate the dining room, and students are also included in ongoing discussions to improve campus dining in other parts of the campus. Regarding the enrollment discussion, the Chancellor reminded trustees of an undergraduate enrollment level several years ago of about 1,100 freshmen, although in recent years that number dropped as low as 900 for a variety of reasons. Whether the Institute can comfortably increase to 1,100 freshmen per year has always been predicated on whether there is housing and the related infrastructure to support that rise in population. In a letter written by the provost and chancellor that was published in the

MIT Faculty Newsletter, they confirmed that no proposal to move to 1,100 students in an incoming freshman class would be made until the issues raised by the students and faculty were addressed.

Corporation Development Committee

The Corporation Development Committee (CDC) held its annual meeting on campus on October 18 and 19, 2007.

On October 18, the agenda included a new member orientation session, hosted by Dana Mead, chairman of the Corporation and of the CDC, and a welcome reception for the entire committee in the new Building 6C Atrium Courtyard. The committee then assembled in the Sala de Puerto Rico, where they listened to a panel discussion entitled “Deans’ Perspectives: The Role of International Education at MIT.” The panel, moderated by associate provost Phillip Koury, consisted of Deborah Fitzgerald, Kenan Sahin dean of the School of Humanities, Arts, and Social Sciences; Subra Suresh ’81, dean of the School of Engineering; Mark Jarzombek ’86, associate dean of the School of Architecture and Planning; David Schmittlein, John C. Head III dean of the Sloan School of Management; and Mark Kastner, dean of the School of Science. The panelists described some of the existing opportunities for students to gain international experience through research, internships, workshops, and language study abroad, as well as from visiting faculty and lecturers from around the world. Chairman Mead expressed the hope that members would help to identify individuals who would have an interest in supporting these kinds of highly valuable international opportunities. He also acknowledged the efforts of Deans Kastner and Suresh in bringing to fruition the renovation of Building 6C. Dinner for the CDC followed the chairman’s brief remarks.

On October 19, Chairman Dana Mead convened the CDC’s official annual meeting in the Vannevar Bush Room, welcomed all members, and introduced MIT president Susan Hockfield.

President Hockfield delivered a talk on the “State of the Institute” in which she described MIT’s “inextricably intertwined dual mission of research and education” as “the world’s envy.” President Hockfield pronounced “the state of the Institute is great,” and pointed out its success in attracting talented and committed people, in strengthening its financial resources, and in promoting the products of its work and ideas, particularly in the areas of energy and the collaboration of the life sciences and engineering.

Jeffrey Newton, vice president for resource development, spoke on “Current Perspectives and Future Directions of Resource Development.” He identified RD’s two greatest responsibilities as stewarding MIT’s current resources and taking MIT to the next level in fundraising. He talked about the recent campaign—the Campaign for Students—and screened a six-minute video, “The Human Factor.” Following the video, the committee broke into regional roundtables to discuss how best to address questions about the campaign.

Following the regional roundtable discussions, the CDC heard from Yet-Ming Chiang ’80, Kyocera professor of ceramics, about his and others’ research on new battery

technologies and on their use in the areas of alternative energy and transportation, among others. A brief question and answer session followed Professor Chiang's presentation.

Chairman Mead then awarded the Marshall B. Dalton '15 Award for extraordinary leadership in developing resources to Brit J. d'Arbeloff '61. The annual meeting closed with luncheon in the Vannevar Bush Room.

Executive Committee

Eight regular business meetings of the Executive Committee took place last year. Major topics for discussion included questions of finance and budget and of capital planning, a new faculty renewal program, initiatives and developments in education and research, and resource development planning.

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 Investment Committee. The activities of the Investment Management Company Board for 2007–2008 are outlined 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 CJAC, sponsored a joint dinner meeting for students on October 4, 2007, in part to explain the nomination and election process for membership on the Corporation. Following the submission of applications of interested candidates, the committee met via three teleconferences, in January and February 2008, to review all nominee applications. From a group of 41 candidates, the committee selected eight 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. Marta Luczynska '06, MNG '07 received the nomination and was elected in June to serve a five-year term on the Corporation. The Screening Committee was chaired this year by Sudeb C. Dalai, and its members were David A. Berry, R. Erich Caulfield, James A. Lash, and Sanjay K. Rao.

Corporation Visiting Committees

Fifteen Corporation visiting committees convened for regular two-day meetings during the 2007–2008 academic year: Aeronautics and Astronautics; Athletics, Physical Education, and Recreation; Biological Engineering; Dean for Student Life; Dean for Undergraduate Education; Earth, Atmospheric, and Planetary Sciences; Humanities;

Linguistics and Philosophy; Mathematics; Mechanical Engineering; Nuclear Science and Engineering; Sloan School of Management; Sponsored Research; Urban Studies and Planning; and Whitaker College.

In 2007–2008, the Institute’s 30 visiting committees were composed of 407 persons filling 519 membership positions: 67 Corporation members filled 160 slots; 171 presidential nominees filled 175 slots; and 179 alumni nominees filled 184 slots. Three people filled both a presidential nominee slot and an alumni nominee slot.

Women made up 30.5 percent of the visiting committee membership, an increase of 1.5 percent over 2006–2007, while minorities comprised 18 percent of the membership. Of the members, 41 percent were affiliated with academia, 52 percent with business and industry, 3 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 four Corporation meetings this year. The staff also coordinated and managed four CJAC meetings and the 15 visiting committee meetings that occurred during the fall and spring terms of 2007–2008. In all these activities, the staff served members of the Corporation and of the visiting committees, as well as faculty, students, and staff at MIT, in support of the governance of the Institute.

In July of 2007, Corey E. Smentek joined the staff of the Corporation Office as coordinator for the 30 visiting committees. Melanie A. McCue, who had performed those duties since her arrival at MIT in 2000, took on the responsibilities of coordinating the details for the Corporation.

Despite the challenges of jobs new to both of them, the activities of the fall 2007 term, with seven visiting committee meeting and two Corporation meetings in the span of nine weeks, with five new visiting committee chairs, two new deans, and two new department heads, were carried out in exemplary fashion. Ms. Smentek and Ms. McCue provided well-coordinated and efficient services to our many visitors to campus, all with warmth, attention to their needs and busy schedules, friendliness, wisdom, good humor, and grace.

At the turn of the new year, Susan A. Lester, associate secretary of the Corporation, made known her intention to retire from MIT at the end of August 2008, after 13 years in the Corporation Office and a total of 44 years at the Institute. While business of the office was carried on as usual by the staff throughout the spring, a search for Ms. Lester’s successor was undertaken, resulting in bringing to MIT (from Harvard) Christie L. Taylor, whose appointment becomes effective on July 1, 2008.

Ms. Lester expects to remain in contact with MIT following her retirement to provide writing services that will capitalize on her Institute memory of MIT and its many constituents.

We are grateful for the ongoing dedication and diligence of the Corporation Office staff to their responsibilities, which enable the office to deliver services of the highest quality to our constituent members and to faculty, staff, and students around the Institute.

Kirk D. Kolenbrander

Vice President for Institute Affairs and Secretary of the Corporation

Susan A. Lester

Associate Secretary of the Corporation

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