

## MIT Alumni Association

Innovation, growth, and collaboration were the themes of the FY2014 [MIT Alumni Association](#) (MITAA) year. Working in collaboration across our departments and with many Institute groups, the association is developing strengths and connections to prepare to support the comprehensive campaign.

Overall alumni engagement, an Association priority that counts graduates who participate in face-to-face activities, virtual interactions, or philanthropic efforts, has reached 49% of all alumni, up 1% from last year.

### Innovation

- Employing a series of innovative outreach efforts, the Annual Fund achieved new records, with nearly 45,000 individual donors offering more than \$63.25 million in support to MIT—an increase of more than 3% in donors and 9% in dollars, compared to FY2013.
- Individualized career coaching, a new service piloted for alumni this year, offers new guidance for career development.
- The Graduate School Exclusive Think Tank, a cross-association staff group, was established to focus on the interests of graduate alumni, who now comprise 52% of all alumni, and graduate students.
- New crediting rules for Reunion Gift Campaigns created incentives both for reunion year giving as well as encouraging multi-year commitments for all reunion classes.
- Increasing outreach resulted in record numbers of Friends donors and dollars, with 5,298 unaffiliated donors contributing \$8,937,187—representing a 31% increase in donors and a 22% increase in dollars.
- The Association doubled voter turnout in the online election to elect a recent graduate for the MIT Corporation. Working with innovative processes outlined by the Corporation Screening Committee, voter incentives and online video platforms stimulated greater interest.
- The MITAA is a social-media leader among peers. For example, our Twitter presence ranks first among Ivy+ schools, with 9.3% of the alumni population as followers.
- *Slice of MIT's* Hack Madness series boosted blog views to a record high—more than a half-million this fiscal year—with an innovative tournament that invited alumni to vote for their favorite hacks. Views in March reached the highest of any month: 74,596.
- With an email strategist in place, the Association assessed the impact of its more than 12 million emails sent via 4,300 blasts, regularly tested alternative messages, and improved the overall open rate by 3%.
- In response to strong alumni interest, the Association advocated for and implemented remote online access to JSTOR library journals for alumni.

## Collaboration

- The Association organized or contributed to 180 Alumni Education programs worldwide, both in-person and virtual, that engaged 81 faculty members as speakers along with 11 administrators and 114 alumni.
- MIT Advice Campaign: In partnership with the Sophomore Year Experience program, the social-media team developed a campaign with the alumni career advisors to tweet advice to the Class of 2016.
- The Geographic Communities team led large-scale collaborative efforts to host a combined total of 12 presidential and senior administrator events this past year at locations that included the United Arab Emirates, Mexico, New York, and Northern California.
- The Annual Leadership Giving team's collaboration with Resource Development and several Alumni Relations offices produced more than 75 major and planned giving donor leads.
- At the request of campus partners, the Annual Fund sent 88 monthly donor reports to eight campus partners, as well as year-end results.
- To streamline communications projects, the Communications team created the *MITAA Brand Style Guide and Editorial Style Guide*, available in print and online, in collaboration with key Association, Resource Development, and Institute partners.
- *Volunteer View*, the quarterly newsletter for more than 12,000 engaged alumni, was redesigned to boost collaboration with volunteer-related offices, to offer customized news, and to facilitate mobile reading.
- The MITAA convened staff from the Budget Office, the Recording Secretary's Office, and the Research and Development Stewardship and Finance and Operations teams to propose a framework for decreasing pressure on the General Institute budget through the gift stream.

## Growth

- Overall volunteer numbers are up 11%, to 13,245. The 1,344 volunteers who are not alumni participate in groups such as the Parents Association or the MIT Enterprise Forum.
- Record-breaking Class of 2014 Senior Gift Campaign participation reached 86%.
- The William Barton Rogers Society, which recognizes annual leadership gifts, grew to a record high of 6,921 members in FY2014. The 1861 Circle, in its fifth year of celebrating donors who have given for five or more fiscal years, grew to nearly 19,000 members.
- Our social-media audiences grew: LinkedIn increased by 14%, Facebook by 41%, and Twitter by 23%. Slice of MIT blog views increased 10%.
- Face-to-face events increased by 6%, to 1,271 worldwide. Attendance grew by 21%, to 24,312 unique attendees.

- Cumulative alumni engagement over the past three years is 63%, and cumulative mindshare—alumni who participated in all three sectors—is 16% over the past three years.
- Attendance at this year’s Family Weekend was the highest on record, with 816 families and 2,470 individuals attending.

## Alumni Profile

Living alumni number 130,431 at the end of FY2014. Of this number, 78% are male, 52% have graduate degrees only, and 14% are international. By school, 47% hold degrees in engineering, 21% in science, 18% in management, 7% in architecture, 5% in humanities, arts, and social science, and 2% in other schools. The Association holds contact information for 95% of alumni.

## Annual Giving

The MIT Annual Fund builds and strengthens the base of support among MIT’s individual donors. Increased participation from alumni, students, non-alumni parents, and friends is vital as MIT advances its mission of learning, discovery, and service to the world.

- In independent benchmarking with 40 other annual-giving programs, the MIT Annual Fund remains one of the top-performing programs in the nation based on the key metrics of donor renewal and loyalty.
- In the first full year of operations, the Annual Leadership Giving team conducted nearly 1,000 visits, closed \$2.3 million in new gifts and commitments, and generated major and planned gift leads, including one resulting in a \$3 million planned gift.
- For the second consecutive year, MIT10 (undergraduate alumni who earned degrees in the past 10 years) participated at a rate of 31%, demonstrating sustained improvement from earlier years.

The Parents Fund hit participation and dollar records with 3,419 non-alumni parents donating \$2,922,485, reflecting increased effectiveness in the MIT Tech Caller program as well as expanded in-person engagement and solicitations.

The Annual Leadership Giving office successfully navigated the complex Advancement operation at MIT while partnering effectively with other units, including the Office of Leadership Giving, Class and Affinity Giving, Alumni Relations, and school and program development offices. This successful collaboration is reflected in more than 75 prospects identified for the Office of Leadership Gifts and the Office of Planned Giving. More than 50 potential volunteer leads were generated for Class and Affinity Giving as well as other volunteer programs of the Association.

The Annual Fund Marketing and Participation team has developed a sophisticated segmentation strategy for outreach. Two surveys—one to unrestricted donors and another to those who have not given within six years—were conducted to determine interests and key differences in the groups. The resulting information is being used to craft appropriate messaging to donors.

A new marketing tool was introduced: a prospectus that builds the case for support to the Institute, with an emphasis on unrestricted giving, that can be adapted for individual visits.

Attention to non-alumni donors is expanding. Friends—donors who are not alumni, parents, or students—are now included in stewardship activities and ongoing solicitations, and lapsed donors receive newsletters and solicitations intended to reengage them. Annual gifts from Friends now represent 14% of the Annual Fund total, up from a mere 3.4% in FY2010.

The Stewardship and Donor Relations team, in addition to boosting membership in both the William Barton Rogers Society and the 1861 Circle, began new outreach, including enhanced cultivation of first-time donors and long-lapsed donors who have returned as contributors.

The 80 student employees of the Tech Caller program collectively raised more than \$1.5 million this year, with many top callers remaining engaged as volunteers after graduation.

The Class and Affinity Giving staff expanded a pilot program of virtual telethons that connected volunteers across the decades through an online portal while they placed their fundraising calls.

Direct mail still produces approximately 40% of all gifts to MIT. In FY2014, gifts obtained by email surpassed the number of gifts obtained by phone. To employ more sophisticated email campaigns, we invested in a new email service, Silverpop. In addition, the Annual Fund entered an agreement with Scalefunder as its crowdfunding platform, enabling donors to give directly to MIT rather than through a third-party vendor. The initial pilot programs are faring well.

Given that more than 50% of web usage is now conducted on mobile devices, movement into mobile-responsive content delivery is critically important. In June, the Fund introduced its first mobile gift form.

The Tech Reunion Luncheon program was revamped to celebrate reunion gifts and thank donors in a fresh way. Two videos presented at the luncheon were also leveraged for year-end stewardship efforts.

## **Events**

Face-to-face events are a vital way that the Alumni Association builds community and connection. In addition to Tech Reunions, the Association hosts Family Weekend, the Alumni Leadership Conference, and various other events for clubs, classes, and other affinity groups.

## **Tech Reunions**

More than 3,300 alumni and friends—representing 14 class years, the Cardinal and Gray Society, MIT10, and graduate programs—enjoyed four days of celebration, June 5–8,

that included 159 events, including the annual Tech Night at Pops, the late-night Toast to Tech, special programs for graduate alumni, and the Technology Day program, “The Future of Planet Earth.”

During the Technology Day luncheon, the Alumni Association announced reunion giving from all classes to date of more than \$80 million and welcomed MIT president L. Rafael Reif as its newest honorary member. “Seeing you all here under one roof is a reminder of the unbelievable power of community,” Reif said. “As I look around, I see a roomful of people who share my love and appreciation for our remarkable institution.”

Read more about [Tech Reunions 2014](#) and see the photo galleries.

### **Education Programs**

The largest event this year was the Technology Day program, “The Future of Planet Earth,” featuring seven faculty members from the departments of Earth, Atmospheric, and Planetary Sciences, Engineering, and the Sloan School of Management. Kresge auditorium was filled to capacity, with an overflow audience in Little Kresge. Overall, 789 alumni registered for the program, compared to 638 last year, and 240 listened to the broadcast.

Alumni Education again partnered with Swissnex Boston, the Swiss Consul, to produce a sold-out joint event featuring MIT professor Robert Langer ScD '74 and ETH Zürich professor Ralph Mueller.

Virtual audiences are growing. Eight of the Alumni Education events were webcasts: six Faculty Forum Online live interviews and two sessions celebrating the 25th anniversary of the Public Service Center. Worldwide, 4,708 alumni registered for live events and 2,813 alumni registered for virtual events for a total of 7,521; 37% of all alumni registrants were for virtual events.

### **Other Gatherings**

The Alumni Leadership Conference, held September 27–28, was attended by more than 500. The conference opened with TIMtalks, a student-run forum resembling TED Talks, in which undergraduates present ideas that foster and promote MIT’s spirit of innovation and ingenuity. Alumni also heard from key faculty, students, and fellow volunteers, including MIT treasurer and executive vice president Israel Ruiz SM '01 and President Reif. The Association also partnered with Resource Development to provide special programming for the Corporation Development Committee and the Katharine Dexter McCormick Society. The alumni honored with annual awards at a festive dinner are listed in the addendum.

A strong collaboration between the Parents Association and Resource Development resulted in two co-sponsored events for all parents and families this year: a Northern California reception with chancellor Eric Grimson PhD '80 and a student and family event with Gerry Appelstein '80 in Northern New Jersey.

This year the Association hosted the largest Family Weekend on record, with 816 families and 2,470 individuals attending.

The Senior Week Class of 2014 Toast event with chancellors Eric Grimson and Cynthia Barnhart SM '85, PhD '88 was the biggest ever, with more than 500 seniors in attendance.

## **Travel**

Embarking on 38 trips this year, the MIT Alumni Travel Program engaged a total traveler count of 579, of whom nearly half were repeat travelers. Some 261 travelers enjoyed 15 faculty-led programs. Local alumni events took place at five locations, including Lyon, France, where five MISTI (MIT International Science and Technology Initiatives) students met with 14 MIT travelers.

One highlight occurred in March, when 10 MIT alumni and guest travelers aged 50–73 summited Mount Kilimanjaro, the tallest freestanding volcano on earth. The participants trekked the Western Approach route, the most scenically beautiful and least traveled path, to Uhuru Peak.

The Travel Program continues to use its strong web presence strategically. Alumni can submit a web form to hold space on a trip. Since we have been tracking the effectiveness of this Hold My Spot (HMS) action form, we found that 43% have converted their hold to a confirmed reservation for themselves and, in most instances, also for a spouse, family members, and friends. In FY2014, 248 HMS requests resulted in reservations.

## **Engagement and Advocacy**

Alumni are MIT's best ambassadors in their workplaces and communities. The Association provides opportunities to get involved in interest groups, interview prospective students, and share stories that illustrate MIT's mission in the world.

## **Special-Interest Networks**

Momentum continues to grow in the K-12 STEM Education Network, with 1,146 members, a 26% increase over last year. The group added two new committees, devoted to programming for kindergarten through sixth grade and seventh through twelfth grade, respectively. The group continued its focus on its partnership with FIRST (For Inspiration and Recognition of Science and Technology), ongoing support of the Science and Engineering Program for Teachers, the Lemelson-MIT InvenTeams program, and the MIT Inspirational Teachers awards, which honored 24 teachers, including Josephine Blaha PhD '85 of Holmdel High School, New Jersey.

This year at the FIRST Championships in St. Louis, Missouri, an event for admitted students and alumni, attracted more than 175 attendees to hear MIT professor David Wallace SM '91, PhD '95 discuss concepts from his innovative product development class.

The Energy, Environment, and Sustainability Network now includes 2,344 members, a 31% increase over last year. The working group once again hosted a booth during the

annual MIT Energy Conference and Showcase. The energy ambassadors from alumni clubs in Northern California, Boston, Puget Sound, South Texas, New York City, and Southern California delivered programming in their regions.

John Gavenonis '98 continued his efforts to build the Legislative Advocacy Network, which currently includes 427 members, a 25% increase over last year. One notable achievement was the implementation of Vocus, which provides alumni with the ability to access one-click advocacy letters to send to their congresspersons.

### **Student Engagement**

This was the biggest year for the MIT Student/Alumni Externship Program, held during the Independent Activities Period (IAP) 2014, with 993 students applying to participate and 330 students matched with 178 alumni around the world.

In February, 32 sophomore students began the Alan '73 and Terri Spoon Community Catalyst Leadership Program, which is in its seventh year.

### **Career Engagement**

In December the Alumni Career Guidance Program began a new complimentary service for alumni to receive one-on-one career advice and guidance. The part-time career counselor received more than 100 requests for service and provided guidance appointments to 77 individual alumni.

In May we hosted our first Live LinkedIn Learning Lab for a sold-out crowd. Participants brought their laptops and followed the presenter to optimize their LinkedIn profiles and enhance their social-media skills for networking, job searching, and client development. Attendees also had complimentary professional headshots taken to use for their LinkedIn profiles. Half of attendees were women and 42% were graduate-degree-only alumni.

### **Communications**

The Communications Department provides MIT alumni, students, and parents with targeted and timely information through print and digital media.

With a new social-media team in place, the Association's fresh daily content, online conversations, and themed campaigns reached an audience of 62,160. Our readership has grown to 21,084 on Facebook, 11,840 on Twitter, and 27,116 on LinkedIn.

MIT is a leader among its Ivy+ peers:

- Twitter presence ranks first among Ivy+ schools, with the equivalent of 9.3% of the alumni population as followers
- Facebook page ranks second, with the equivalent of 16.5% of the alumni population as fans
- LinkedIn group ranks second, with 21.2% of the alumni population as followers

Social-media campaigns celebrating Women in Science and alumni poetry built interest across digital channels. In April, we launched a series of live #MITAlum Twitter chats featuring one-hour question-and-answer sessions with alumni on topics such as volcanos, how hacking helps medicine, and the soccer World Cup and social TV; the highlights were captured in Storify.

During the 2014 Tech Reunions, we launched Reunions Access Memories and videotaped 37 interviews with alumni to be included in future projects. We created a YouTube channel to unify existing and future Alumni Association video content.

The Alumni Association website this year received 3,647,816 unique page views during 1,073,390 unique visits. The home page is updated five times a week, adding new text and images and changing features, news, and event promotions.

*Slice of MIT*, published six days a week (except holidays), surpassed 500,000 views this year, the highest ever. Our top posts demonstrate our mix of human-interest, research, and campus topics: “After PRISM, Is Too Much Anonymity Possible?”, “Welcoming the MIT 5,” and “MIT Living Wage Calculator: Why Higher Wages Help Everybody.”

In email efforts, we conducted monthly A/B testing on *Tech Connection*, the monthly newsletter sent to more than 92,000 alumni, to enhance awareness and readability. We piloted a role-based email design for *Volunteer View*, the quarterly newsletter for volunteers. We also developed email campaigns for key events such as Alumni Leadership Conference, Tech Reunions, and the MIT Alumni Travel Program. Through such efforts, we stabilized the Alumni Association overall email open rate at 30%.

The Association’s contributions to *MIT Technology Review* include features for the Alumni Connection pages, including “Ramping Up Cybersecurity: Alumni lead growth of next-gen defense,” and “Mom, Do Your Homework!: Turning edX into a mom-and-pop endeavor.” We also wrote 36 profiles of alumni ranging from rocket scientist Franklin Chang Diaz PhD ‘77 to John Piotti ‘83, a leader of Maine’s agricultural renaissance, and from Jeannette Wing ‘78, SM ‘79, PhD ‘83, head of Microsoft’s international research labs, to Cammy Abernathy ‘80, dean of the University of Florida’s engineering school.

The president’s holiday e-greeting, which this year presented research and campus highlights in a calendar format, was well received, with more than 25,000 views and alumni comments such as “A truly MIT-worthy e-card!”

The department’s design services, editorial expertise, and marketing strategy were called upon to complete hundreds of projects this year.

### **Program Outreach**

This year’s alumni engagement was 49%, with 33% of individuals engaging virtually, 26% engaging philanthropically, 23% engaging face to face, and 8% engaging in all three of these ways.



The Geographic Communities team led the collaborative effort to host 12 top-level events presenting President Reif, Chancellor Grimson, or chancellor Barnhart, in venues in Great Britain, the United Arab Emirates, Mexico, and eight US locations. Four of the presidential events, managed in partnership with Resource Development and the Annual Fund, included a separate donor dinner aimed at increasing giving to MIT and the campaign.

The Association maintains a presence in 115 geographic locations. Worldwide there are 47 domestic and 42 international clubs, with two new clubs, British Columbia and Montreal, approved in June. In addition, there are 11 domestic and 17 international area representatives (an increase of five from last year) in areas with fewer alumni residents. The MIT Center for Real Estate was approved as an affinity group—a group that unites alumni by culture or interests—bringing the total number of these affinity groups to nine. Some 6,522 alumni are dues-paying members of a club or affinity group, an increase of more than 500.

Clubs and groups reported 759 events with 13,890 unique attendees worldwide, an increase of more than 2,000 participants. Worldwide, 69 Toast to IAP events were held that invited young alumni to receptions. Newly admitted students mingled with alumni and families at 48 Summer Send Off events.

Two other new collaborative events resulted in many additional events hosted by MIT clubs. The Geographic Communities team partnered with the Communications team to increase awareness and viewership for the Hack Madness blog posts, and promoted the opportunity to host happy-hour events around this theme. The team also partnered with the Sloan School of Management to promote club events around the Sloan 100th Anniversary.

In January, the MIT Club of Singapore hosted its 30th anniversary event, which included the president of Singapore. MIT professors Tom Magnanti, president of Singapore University of Technology and Design, and MIT associate provost Martin A. Schmidt SM '83, PhD '88 addressed the group, and more than \$125,000 was raised for the MIT Club of Singapore Scholarship Fund. The 55 international events this year included the MIT Club of Japan's annual meeting in February.

The MIT Club of New Delhi hosted the first event engaging *MITx* certificate holders. In December, the club welcomed more than 100 alumni, guests, and *MITx* certificate recipients to a reception featuring professor Anant Agarwal, CEO of edX.

The MIT Club of Hong Kong, together with the MIT clubs of Beijing, Shanghai, and Taipei, have jointly set up the Greater China Clubs Fund for MISTI China to support more student interns. Professor Deborah Fitzgerald, Kenan Sahin Dean of the School of Humanities, Arts, and Social Sciences, attended the fundraising kickoff in Hong Kong in September.

Building on past efforts, we increased the number of departments using MITAA resources to connect with alumni by 10; we now work with 51 academic departments, labs, and groups.

## Volunteering

Volunteers continue to power the MIT Alumni Association and all of its activities. The engagement is impressive:

- 14,589 volunteers worked on behalf of MIT and the Alumni Association (up 11%)
- 13,245 are alumni volunteers
- 1,344 are non-alumni
- 14% are international
- 30% are women
- 42% are donors

We thank our volunteers! See a list of [volunteers by name](#) and [volunteers by role](#).

## Infrastructure

Technology is a critical aspect of the Association's impact, and the Information Systems and Services (IS&S) team maintained the Institute's alumni and donor database of record; provided a complete suite of IS services for all client server and web-based systems; and analyzed the key metrics of alumni, parent, student, and friend engagement in the Association's activities.

Serving both the Association and units throughout the Institute, IS&S supported key initiatives by implementing the technology needed to initiate crowdfunding with the new software Scalefunder; piloting SilverPop email marketing services; adopting the Vocus software product powering the Legislative Advocacy Network, and advocating for and implementing remote alumni access to JSTOR library journals. Enhancements in My Account and the Online Alumni Directory sections of the Infinite Connection were completed, and the team migrated the Infinite Connection website and online gift forms to mobile-responsive designs, to meet the needs of the increasing numbers visiting the site from mobile devices.

In addition, we continued to provide training and support to more than 700 volunteer administrators using Encompass software to power their websites, event registrations, and email marketing. While there were enhancements to the software, both volunteers and staff have recorded additional requests for improvements, and the board of directors supported a technology landscape review that included interviews with Encompass users to gather their input. The team also increased personalized training opportunities and now provides additional support for event registration creation, email creation, and CMS for small groups.

In anticipation of major website redesigns, this spring we engaged Moth Design to conduct an analysis of the Infinite Connection and the Giving to MIT sites, a competitive review of peer sites, and interviews with both designated and randomly selected alumni.

## Governance

The Alumni Association Board of Directors, under the leadership of president John Jarve '78, SM '79, had a successful year. FY2014 was the first year the board worked under a new set of bylaws, and they introduced two new committees—a Program Committee that studied programming targeting current students to raise their awareness of the Association and to engage current students with alumni, and a Nominating Committee that advanced participation among alumni in board, corporation, and committee roles. The board stimulated a landscape review of the Association's technology tools, responding to alumni volunteers and their interest in having online support for their volunteer roles.

For the second year, the board participated in a meeting and retreat away from Cambridge, this time hosted by Jarve in Northern California. Chancellor Grimson spoke to the board and local Northern California club alumni, who joined with the leadership volunteers for a reception, talk, and dinner.

The board also continued to discuss the services and benefits that might be provided to non-alumni holding the designation of associate member, affiliate member, or friend of MIT. These relationships will be critically important as the campaign continues to build momentum.

President-select Don Shobrys '75 received the ceremonial gavel from Jarve during Tech Day luncheon, symbolizing his role as Association president beginning July 1, 2014. Shobrys, co-director of the MIT Venture Mentoring Service and a Corporation Development Committee member, chaired the Annual Fund and cofounded Friends of DAPER to support campus athletics. Now a consultant, he held the post of vice president of operations at Chesapeake Decisions Sciences, a supply-chain consulting firm. He earned a master's in civil and environmental engineering at Northwestern University in 1978 and, in 1981, a PhD from Johns Hopkins in operations research.

The next president-select is John D. Chisholm '75, SM '76 of John Chisholm Ventures, San Francisco, who has three decades of experience as entrepreneur, executive, and investor. He will become Association president on July 1, 2015. An Internet pioneer, in 1992 he founded and for five years served as CEO and chair of Decisive Technology, publisher of the first desktop and client-server software for online surveys. In 1997 he founded and for a decade served as CEO and chair of CustomerSat, a leading provider in enterprise feedback management. Earlier he held positions at GE, HP, and Xerox.

The Association and its Corporation Nominating Committee continued to work closely with department heads, deans, and the Institute's senior officers to identify potential alumni nominees who best meet the needs of the 31 visiting committees. The following three alumni nominees were named MIT Corporation term members in June: Ilene S. Gordon '75, SM '76, chair, president and CEO, Ingredion Inc.; John W. Jarve '78, SM '79, managing partner, Menlo Ventures; and Ronald A. Williams SM '84, chair and CEO, R2W Enterprises, LLC.

## **Budget Summary and Personnel Update**

The Finance and Operations (F&O) team supported all program areas within Resource Development and the Alumni Association on strategic allocation and management of financial resources, budget reporting and analysis, administrative operations, and facilities management.

In collaboration with the Resource Development Human Resources team, F&O developed and implemented the W98 Emergency Preparedness Plan, comprising a comprehensive update of floor-by-floor evacuation and shelter-in-place plans.

During the year, F&O staff participated in ongoing discussions with the MIT Tax Office and other Vice President for Finance staff on several tax issues, including the use of MIT's Tax Exempt Identification Number by regional alumni clubs and the taxability of alumni travel program revenue as unrelated business income.

In FY2014, the Association's total expense budget was \$15,316,413, which included subscriptions costs for *MIT Technology Review*. The Institute provided general Institute budget funds of \$15,126,476 for Association programs, which included \$1,879,709 allocated for subscriptions to *MIT Technology Review*. The budget was balanced with \$115,000 from the Association's reserves and \$74,937 from program revenues. The Association closed the fiscal year with a surplus of \$658,126, of which \$115,000 was returned to our reserves.

The Association's total headcount at the end of FY2014 was 104, compared to 89 at the end of FY2013. The Association hired 23 new staff, replaced 15 colleagues, and promoted eight. Also, the Association recognized nine staff members with Infinite Mile awards and gave out 17 Spotlight Awards.

**Judith M. Cole**  
**Executive Vice President and Chief Executive Officer**

## **Alumni Association Board and Committee Members**

### **Alumni Association Board of Directors**

#### **President**

John W. Jarve '78, SM '79

#### **Term Directors**

Gerald M. Appelstein '80

Stephen D. Baker '84, MArch '88

James S. Banks '76

Bruce A. Blomstrom '59, SM '62

Kathleen E. Brown '93, SM '96

Aliki K. Collins PhD '87

Paul D. Edelman '78

Claude L. Gerstle '68

James E. Geshwiler MBA '00

Mark P. Gorenberg '76

Adina E. Gwartzman '81, SM '82

Mary V. Motto Kalich '93

Jameel S. Khalfan '06

Reynold H. Lewke '76, SM '76

Masanori Nagashima MAA '76

Sanjay K. Rao '02, MNG '03

K. Hari Reddy SM '01

Yiting Shen MBA '07

#### **President-elect**

Donald E. Shobry's '75

#### **Past Presidents**

R. Gregory Turner '74, MArch '77

Chiquita V. White '85

#### **Member-at-large**

Kerry B. Bowie '94, MBA '06

#### **Chair, Annual Fund Board**

Riccardo J. Di Capua '72

#### **Ex-officio**

Judith M. Cole, Executive Vice President and Chief Executive Officer

## **Committees of the Alumni Association Board of Directors**

### **President's Committee**

John W. Jarve '78, SM '79, Chair  
 Judith M. Cole, Executive Vice President and CEO  
 Donald E. Shobry's '75  
 R. Gregory Turner '74, MArch '77  
 Chiquita V. White '85

### **Finance Committee**

Gerald M. Appelstein '80, Chair  
 Bruce A. Blomstrom '59, SM '62  
 Judith M. Cole, Executive Vice President and CEO  
 Aliko K. Collins PhD '87  
 Reynold H. Lewke '76, SM '76  
 Donald E. Shobry's '75, Ex-Officio

### **MIT Annual Fund Board**

Riccardo J. Di Capua '72, Chair

### **Term Directors**

Timothy J. Aune '85, Member and Goals Committee Chair  
 Alex Chan SM '11  
 Carrie Galehouse Frey '77  
 Gim P. Hom '71, SM '72, EE '73, SM '73  
 Julian Iragorri II '90  
 Tamra L. Johnson '01  
 Keith T. Kallberg '68, SM '69  
 Lindsay Androski Kelly '98  
 Prisca Chen Marvin '85  
 Paul A. Moschetti '86  
 Albert D. Richards SM '83, ScD '86, SM '86  
 Robert S. Scalea '77  
 William C. L. Shih '60, SM '64, PhD '73  
 Kyle M. Zeller '06

### **Invited Guests**

John M. Begg '78, Parents Fund Chair  
 John J. Golden Jr. '65, 1861 Circle Loyalty Society Chair  
 Joseph Harrington III '61, SM '63, ScD '66, William Barton Rogers Society Chair  
 Ishaan Kuman '14, Senior Gift Committee Chair  
 Caleb Joseph Waugh SM '12, SM '14, Graduate Student Council President

### **At-large Director**

Kerry B. Bowie '94, MBA '06

### **Association President**

John W. Jarve '78, SM '79

**Ex-officio**

Judith M. Cole, Executive Vice President and CEO  
 Steven J. McAlister, MIT Annual Fund Director  
 Jeffrey Newton, Vice President for Resource Development

**Committees of the MIT Annual Fund Board****Goals Committee**

Timothy J. Aune '85, Chair  
 John M. Begg '78  
 Judith M. Cole, Executive Vice President and CEO  
 Riccardo J. Di Capua '72  
 John J. Golden Jr. '65  
 Joseph Harrington III '61, SM '63, ScD '66

**Awards Committee**

Henry H. Houh '89, '90, SM '91, PhD '98, Chair  
 Joseph G. Hadzima Jr. '73, SM '77  
 Linda C. Sharpe '69  
 Donald E. Shobry's '75  
 Anne Street '69, SM '72  
 Kenneth Wang '71

**Corporation Nominating Committee**

R. Gregory Turner '74, MArch '77, Chair  
 Noubar B. Afeyan PhD '87  
 Bruce N. Anderson '69, MArch '73  
 James S. Banks '76, Association Board Member  
 Paul D. Edelman '78, Association Board Member  
 Edie N. Goldenberg '67  
 Harbo P. Jensen PhD '74  
 Nelson P. Lin SM '87, PhD '91  
 Lucinda Linde '82, SM '83  
 Sanjay K. Rao '02, MNG '03, Association Board Member

**Program Committee**

Donald E. Shobry's '75, Chair  
 Stephen D. Baker '84, MArch '88  
 Claude L. Gerstle '68  
 James E. Geshwiler MBA '00  
 Adina E. Gwartzman '81, SM '82  
 John W. Jarve '78, SM '79  
 Jameel S. Khalfan '06  
 Yvonne G. Lin '93  
 Masanori Nagashima MAA '76

**Nominating Committee**

Chiquita V. White '85, Chair  
Kathleen E. Brown '93, SM '96  
Mark P. Gorenberg '76  
John W. Jarve '78, SM '79  
K. Hari Reddy SM '01  
Yiting Shen MBA '07

***Sub-Committees of the Nominating Committee***

**Alumni Association Selection Committee**

Scott P. Marks Jr. '68, SM '69, Chair  
Maroula S. Bratakos '93, MNG '95  
Cristina Dolan SM '94  
Natalie M. Givans '84  
Julian P. Lee '97  
William W. Reenstra '72  
Milton H. Roye Jr. '78  
Haiming Owen Sun '05  
Douglas E. Vincent '89  
Annalisa L. Weigel '94, '95, SM '00, PhD '02  
Sandra G. Yulke '74, SM '77

A list of volunteers can be found here:

<https://alum.mit.edu/volunteering/annualreport/list-volunteers.dyn?year=2013&letter=a>



## **Alumni Association Volunteer Awards**

With the exception of honorary membership, those individuals selected for awards will be recognized during the annual awards celebration event on September 20, 2014, in conjunction with the Alumni Leadership Conference. MIT president L. Rafael Reif was inducted as the newest honorary member of the Alumni Association on June 7, 2014, at the Technology Day Luncheon.

### **Bronze Beaver Award**

*Highest Association Honor for Individuals*

#### **Sherwin Greenblatt '62, SM '64**

Sherwin began volunteering with MIT's Venture Mentoring Service (VMS) in 2002. He has focused on helping individuals expand and pitch ideas and transform back-of-envelope drafts into products. He was asked to direct VMS, and under his directorship, the service has become a model program supporting innovation and entrepreneurial activity throughout MIT. He served as interim executive vice president of the Institute from 2005 to 2007 and interim executive vice president and CEO of the Alumni Association from 2008 to 2009. He is a member of the Corporation Development Committee, the chair of the Katharine Dexter McCormick Society, a member of the Council for the Arts, and a participant in his class's 50th reunion committee.

#### **R. Robert Wickham '93, SM '95**

Robert began his volunteer work as a student, and after graduation he was elected as a recent graduate to the Corporation. In 2003, Robert was selected as a young alumni representative on the Association's board and was named chair of the Technical Operations Strategic Review Ad Hoc Committee. Robert participates on class reunion gift committees, and he served as co-chair of his 15th reunion gift campaign. He has served on the Annual Fund Board, chaired the William Barton Rogers Society, chaired the Chairman's Salon event for young entrepreneurs, and co-chaired the Friends of DAPER Board. He served his class as president and is an active member of his local MIT clubs.

#### **Sandra Gay Yulke '74, SM '77**

Sandy has worked tirelessly and with great love for the Institute, the Association of MIT Alumnae (AMITA), her class, and local clubs. Most recently, she served a three-year term on the Alumni Association Selection Committee. During her tenure as president of AMITA, the organization celebrated anniversaries and published historical documentations and timelines, and Sandy was at the center of those achievements. On the Alumni Association Selection Committee, Sandy nominated outstanding candidates, surfaced wonderful female candidates for the MIT Corporation, and paid careful attention to all types of diversity in her Association Board selections. Sandy serves as her class president, a role she has held since 1979, and she is a main driving force for the group.

**Henry B. Kane '24 Award***Exceptional Service in Fundraising*

Michelle M. Aquing '08  
 Riccardo J. Di Capua '72  
 John S. Seo '88

**Harold E. Lobdell '17 Distinguished Service Award***Outstanding Service in Alumni Relations*

Alice E. Campbell '78, SM '79  
 R. Erich Caulfield SM '01, PhD '06  
 Dorothy W. Curtis '73  
 Roy W. Haygood III '78  
 Charlene C. Kabcenell '79  
 Julian P. Lee '97  
 Michael Kobina Owu '86  
 Jack Solomon '63

**George B. Morgan '20 Award***Recognizes Excellent Educational Council Activity*

Richard H. Baker III '52, '53  
 Michal J. Berris '99, SM '02  
 Jeffrey H. Hunt '79  
 Andrew R. Lazarewicz '72  
 Noelle M. Merritt '85  
 Darrell S. Rigel '72, SM '74  
 Norman C. Smith '77  
 Christopher E. Yang '96, MBA '01

**Great Dome Award***Highest Association Honor for an Organization***McCormick Hall 50th Anniversary Committee**

The McCormick Hall 50th Anniversary was a collaboration of housemasters, alumnae, and students, successfully engaging more than 300 alumnae and students. The anniversary provided opportunities to reflect on the legacy of Katharine Dexter McCormick and the importance of McCormick Hall on the student body and growth of MIT. The schedule of events included brunch on Saturday, a memory room with mementos sent in from alumnae from each decade, student-led tours, a "Through the Decades Symposium," a reception, a dinner, and Sunday brunch. The committee worked to include current students in the events and invited senior administrators, former housemasters, house managers, and their families.

### **MIT Class of 1963 50th Reunion Gift Committee**

The 1963 50th Reunion Gift Committee had an inspiring enthusiasm for philanthropy, a strong work ethic, and a drive for success that brought about innovative strategies in volunteer outreach that bolstered their campaign participation and dollars raised. Determined to produce the best fundraising results to benefit MIT, the committee introduced virtual phonathon events to encourage solicitors and donors alike. The group's ultimate goal was to leave behind an impactful legacy with their 50th reunion gift and a result that they could be proud to announce at the 2013 Tech Day Lunch. The committee raised \$45,776,201 for MIT from 70.6% of their class.

### **MIT Class of 2013 Senior Gift Committee Student Philanthropy Volunteers**

The 26-member committee led their senior class to achieve both participation (83%) and dollar records (\$20,218.55) despite various challenges, including low class participation in the three years of their Underclassmen Giving Campaign and local tragedies in April 2013. The committee saw an opportunity to define their class legacy through success in fundraising. Their inspiring enthusiasm drove their class's increased participation. The committee connected with peers throughout MIT, including members of their Class Council and leaders in dorms and FSILGs to increase participation across all areas. The committee successfully increased the number of donors to unrestricted funds by 100 over the previous year.

### **MIT Parents Association Facebook Group**

The Parents Association Facebook Group, started in 2009, utilizes social media to connect MIT parents. It has grown from an open group of 15 members to a closed group of nearly 1,200 that requires volunteer administrator verification as an MIT parent to join. The group allows parents to share their concerns, pride, and questions about student life, and receive immediate feedback and advice from other parents. It inspired an MIT Parents LinkedIn group to focus on career issues and networking, and served as a resource for a Class of 2018 Parents group, begun in November 2012, that includes more than 300 members.

### **Phi Beta Epsilon Campaign Leadership Group**

In scale, participation, and results, the Phi Beta Epsilon (PBE) fraternity has set a new standard in capital campaigns—not only for Greek organizations at MIT but also nationally. The PBE leadership achieved success through the reinvention of their initiation process, their willingness to make the process public and transparent, and the depth and range of their extraordinary involvement over the last five years. The group displayed support for their students when they encountered a major challenge, sustained a fundraising campaign to renovate their house, and forged a remarkable collaboration with the Office of the Dean for Student Life and MIT Facilities throughout the house's renovation.

### **Honorary Membership**

*Extraordinary Service to the Association or the Institute*  
(Honorary memberships were presented at the June 2014 Technology Day Luncheon)

MIT President L. Rafael Reif