

## **Vice President and Secretary of the Corporation**

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

### **Public Relations Services**

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

The biggest MIT “story” of the year—the decision by Charles M. Vest to conclude his exceptionally successful term as the Institute's 15th president—involved both retrospection and anticipation, offering a chance to sum up the accomplishments of the recent past and to look ahead to new opportunities for MIT. Members of the staff in Public Relations Services were intimately involved in planning for this important announcement and will play important roles in coming celebrations of Dr. and Mrs. Vest and the announcement and inauguration of a new president following election by the MIT Corporation.

Our presentation of MIT to the world continues to evolve. In late August, Arthur L. Jones joined MIT as the new director of the News Office, bringing to the role a varied experience in media relations and public affairs, including service in municipal, state, and federal government as well as in print and broadcast journalism. Under his leadership, the News Office has further refined its focus on proactive efforts to transmit key institutional messages to the media and the public.

Technology once again played an important role in activities across Public Relations Services. The News Office followed up on last year's redesign and relaunch of *Tech Talk* with a creative, sophisticated overhaul of its website, which now serves more effectively as a publisher of current news and a repository of institutional memory. The Reference Publications Office made great progress in the implementation of a new content management system to facilitate the electronic updating of its publications.

The festive dedication of the Ray and Maria Stata Center for the Computer, Information, and Intelligence Sciences showed that the physical environment can be every bit as lively as the virtual. The tremendous public interest in the Stata Center and its role as the new “front door” to a large portion of the campus made it a natural for a new satellite location of the Information Center.

As related in the reports for individual offices, this year saw the departures of a number of valued employees from Public Relations Services. In some cases, individuals left to pursue exceptional personal or professional opportunities, but other departures were necessitated by the financial constraints under which administrative budgets for FY2005 were developed. We are grateful to these former staffers for their contributions and wish them all the best in their new endeavors.

The excellence of the staff in Public Relations Services and in the Office of the Vice President and Secretary of the Corporation was recognized when Infinite Mile Awards went to Michael A. Baenen and Margaret L. (Peggy) Peterson of the President's Office; to Darren Clarke and Patti Richards of the News Office; and to Victor Park and Minerva Tirado of the Publishing Services Bureau. Mr. Baenen was recognized for sharing his wisdom and expertise in an exceptionally collegial manner, and Ms. Peterson was recognized as an outstanding role model, mentor, and team builder. Mr. Clarke's award recognized his contributions to the overhaul of the News Office website, while Ms. Richards was praised for her management of the media relations for the opening of the Stata Center. Their clients nominated Mr. Park and Ms. Tirado for the design and development of the new MIT Procurement website. As detailed below, Publishing Services Bureau staff also won national recognition for their contributions to a number of other exceptional print and online publications.

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

**Kathryn A. Willmore**  
Vice President and Secretary of the Corporation

### **Conference Services, Events, and Information Center**

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

#### ***Events and Information Center***

Serving as an information and welcome point for visitors, the Information Center is increasingly a central information source for members of the MIT community. The staff assisted faculty and administrative staff with the registration of 700 departmental events and 220 Lobby 7 Kiosk registrations. Additionally, the staff provided training sessions for users of the online events calendar. Information Center staff also distributed over 47,000 pamphlets, brochures, maps, guides, and catalogues; answered and redirected

thousands of telephone and in-person inquiries; and served as a clearinghouse for mail addressed simply to MIT. An outpost of the center is now open in the Ray and Maria Stata Center. Kathleen M. Barrett, Joseph P. Coen, and Lee A. Corbett staff the center; Anne Wilson has been providing support at the Stata Info Desk.

Terri Priest Nash trained 45 guides who conducted tours for 21,679 visitors, of whom 10,383 were prospective students and 1,455 were international visitors. The tour guide captain was senior Melissa A. Edoh (Course 17).

The director managed the logistics of a retirement celebration for James D. Bruce, vice president for information systems, and the dedication of the Ray and Maria Stata Center in May. Donald Ferland, assistant to the director, coordinated the arrangements for the Killian Award Lecture delivered in March by Institute Professor Peter A. Diamond. He also handled arrangements for recruitment presentations by companies and other organizations that visit MIT under the auspices of the MIT Careers Office.

Commencement activities began on Thursday, June 3, with the Hooding Ceremony for 375 doctoral degree recipients. Chancellor Phillip L. Clay presided over this year's ceremony. The 138th Commencement Exercises were held on Friday, June 4, and featured an address by Dr. Elias A. Zerhouni, director of the National Institutes of Health, before 2,157 degree candidates and 10,000 families, alumni, and guests.

### ***Community Services***

The Community Services Office (CSO) is responsible for enhancing the quality of life of MIT faculty and staff who work on campus, at Lincoln Laboratory, and at off-campus affiliate locations. The CSO administered a variety of programs this year, including the MIT Quarter Century Club (QCC), the MIT Activities Committee (MITAC), the MIT Community Giving Campaign, and the Association of MIT Retirees.

The CSO supported the operations of the QCC, which includes over 3,100 members, with 146 new members inducted into the club this year. The CSO staff worked closely with the QCC Board and its president, professor emeritus Anthony P. French, to manage four major events that were attended by 1,200 members and their guests. The QCC also awarded six retirees educational grants through its William R. Dickson Retiree Education Fund.

MITAC—with assistance and leadership from Lincoln Laboratory coconvenor Karen D. Shaw and new campus coconvenor Emmi L. Snyder—responded to an increased demand for MITAC services. MITAC organized over 200 cultural and recreational events for nearly 7,200 participants and sold over 31,000 discounted event tickets. MITAC's total revenue for the year exceeded \$350,000, an increase in sales of 11.6 percent over 2003. Highlights included Cinderella's Ball, a popular MIT community event attended by more than 300 participants; numerous campus noontime talks, walking tours, and lectures; and increased cultural and recreational offerings for the MIT community. CSO staff developed and implemented a new MITAC database that improves business procedures and customer service and enables internet sales to the

community. Additionally, a new MITAC website was launched, which sparked increased sales. Outreach to the MIT community included visits by MITAC to over 20 MIT departments and offices, with subsequent word-of-mouth advertising to over 1,000 staff.

The CSO directed and oversaw the MIT Community Giving Campaign and served as the conduit among the many groups and organizations involved in the event: the MIT community, the President's Office, the campaign chair and steering committee, the MIT Community Service Fund, the United Way of Massachusetts Bay, and other nonprofit health and human service organizations. The office hosted an orientation fair for department representatives, developed communications, and trained and advised 120 department representatives. Executive vice president John R. Curry served as campaign chair. The 2003 Community Giving Campaign raised over \$363,000, with 1,021 employees and retirees participating.

The Association of MIT Retirees marked its 10th anniversary and served over 760 members. During the year, members and guests enjoyed overnight and day trips; five regional lunches (south, west, and north suburban, Lincoln Lab, and Florida); its second annual all-association get-together at Endicott House, with 80 attendees; and two financial seminars and one living-well seminar. The association also published a quarterly newsletter. Retiree E. Jane Griffin served as the chair; the volunteer Steering Committee included nine retirees.

The CSO coordinated the MIT retirement dinner for over 100 former employees and their guests at the MIT Faculty Club. Dr. Dana G. Mead and Mrs. Rebecca M. Vest hosted the event.

The CSO also coordinated and promoted *Defining the Boundaries: Homeland Security and Its Impact on Scientific Research*, the 6th event in the Ford/MIT Nobel Laureate Lecture Series. Institute Professors Jerome I. Friedman, winner of the Nobel Prize in physics, and Phillip A. Sharp, winner of the Nobel Prize in physiology or medicine, were the featured speakers, with President Charles M. Vest moderating. Over 800 members of the MIT community attended the lecture and approximately 500 people viewed the program live through an internet broadcast.

### ***Conference Services***

The Conference Services staff manages the logistical coordination and registration services for conferences and meetings sponsored by MIT faculty and staff. In 2003, the office coordinated 43 events that brought more than 15,000 conferees to the campus. These diverse events included, among others, the International Electroceramics Conference, the Mind and Life Institute, the Nanotechnology Venture Forum, the American Society of Precision Engineers Spring Conference, the Operations Research Center 50th Anniversary, "Sound to Sense: 50+ Years of Discoveries in Speech Communications," and the North American ALEPH Users Group Meeting.

The office again offered logistical support to Campus Preview Weekend, the MIT Vendor Fair, the Senior Congressional Staff Seminar, and four conferences for the Industrial Liaison Program. The staff includes Cathi D. Levine, manager of conference services, Marie E. Seamon, Joy M. Studley, and Eva M. Cabone. Nora McGunnigle joined the office in January. Jeannie Lauricella continues to provide support throughout the center.

**Gayle M. Gallagher**  
**Director**

### **MIT Home Page Team**

Responsible for the official MIT website (<http://web.mit.edu/>), the MIT Home Page Team contributes to the Institute's overall communications agenda and provides leadership in MIT's strategic use of the web. This year the team continued to publish MIT's top-level pages with frequently changing spotlights, extended the home page design to key MIT websites such as the News Office, licensed a new search engine for MIT's one million web pages, and continued to support special communications projects at MIT.

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

### ***Published Spotlights***

The witty and thought-provoking headlines and images of the home page spotlights continue to receive praise inside and outside MIT. With the goal of promoting MIT, the number of spotlights has increased fourfold from the previous home page design. Each day the team publishes nine different spotlights on the home and second-level pages, a total of 706 spotlights over the past year—470 on the MIT home page and 236 on second-level pages. The home page navigation continues to evolve to meet the changing needs of the community. The team also answered over 5,000 questions about the Institute that were submitted via the home page.

### ***News Office Website***

Members of the MIT Home Page Team were core participants in the redesign of the News Office site (<http://web.mit.edu/newsoffice/>), assisting in the information architecture, user interface, and integration of the design with the top-level MIT pages. The new site deemphasizes specific publications and instead promotes the story, which can also be organized by topics parallel to the categories on the MIT Research page. The team brought technical expertise to help the News Office develop a custom-built content management system that enables content to be reused and syndicated.

### ***Improved Search Capabilities***

The MIT Home Page Team evaluated, recommended, and negotiated a site license for the Google search engine for all MIT websites. This search service, to be implemented in the current calendar year, will allow users to find information quickly and intuitively within MIT's one million pages.

### ***Special Projects and Services***

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

The MIT Home Page Team created a series of official websites for Institute communication initiatives. This year these included the Finances and Special Closing site and the Resources for Employees site, as well as the site for the search for the Institute's 16th president.

Elements of the MIT home page design were also extended to other official websites, including TechTime personal calendaring (<http://calendar.mit.edu/>), InforMIT administrative policies and guidelines sites (<http://informit.mit.edu/>), and the Emergency website (<http://mit.edu/emergency/>), creating a common framework that promotes the MIT identity on the web.

### ***Strategic Communications Consulting***

The MIT Home Page Team provides strategic consultation on web communications and technology for a variety of Institute-wide projects, ensuring the integration of information across MIT websites. The Team works closely with the News Office on upcoming stories and features and is also responsible for the web component of the Institute's emergency communications.

This year, the Home Page Team helped plan and conduct communications seminars for the Institute community and organized monthly meetings of the MIT web publishers.

In the coming year, the Home Page Team will focus on implementing the new search service and providing user support to the MIT community for maximizing their websites for search engines; extending the design of the MIT home pages to other official sites, such as the Admissions Office; providing software design and technical integration for the Lobby 7 Information Kiosk; improving the availability of web access statistics; and continuing to lead, facilitate, and support Institute efforts to harness the evolving capabilities of the web as an interactive medium for communications, work processes, teaching, and research.

**Suzana Lisanti**

**Senior Web Strategist and Publisher, MIT Home Page**

## News Office

Several major campus events dominated the public awareness of MIT in academic year 2004. Meeting the demands placed by these events challenged the News Office to reach new heights of professionalism and productivity while undergoing significant changes in leadership and staffing. Some of the major events unfolded concurrently, straining News Office resources. Nevertheless, the office responded professionally and effectively and with very positive results for the Institute.

Major News Office initiatives included a full-scale promotion of the new Ray and Maria Stata Center for Computer, Information, and Intelligence Sciences; a complete overhaul and redesign of the News Office website; and the design, development, and publication of a bright, colorful, and detailed booklet highlighting the 14-year presidential term of MIT president Charles M. Vest (available online at <http://web.mit.edu/newsoffice/2004/booklet-0602.html>). These projects were completed—and intersected—as the Institute’s budget cuts entailed a reduction in the office’s administrative staffing of nearly 15 percent. The Institute’s financial situation was itself a news story of great importance on campus and also received moderate attention off campus.

The News Office seeks to communicate to a worldwide audience the news and achievements of the greater MIT community. This year, the office achieved a high level of success by

- Managing nationwide coverage of the announcement of President Vest’s intention to leave that post after a 14-year term, following the election of a successor;
- Assisting campus leaders to shape the underlying themes and messages related to the opening of the Stata Center, organizing a highly successful media day devoted to the project, and generating massive coverage of the opening in dozens of magazines and newspapers;
- Bringing attention to the Institute and its approach to admissions through a highly visible profile in *The Boston Globe* that focused on dean of admissions Marilee Jones ([http://www.boston.com/news/local/articles/2004/03/11/whats\\_your\\_pleasure/](http://www.boston.com/news/local/articles/2004/03/11/whats_your_pleasure/)) and that generated an extremely rare *Boston Sunday Globe* editorial that praised her approach to the growing pressure on college applicants nationwide ([http://www.boston.com:80/news/globe/editorial\\_opinion/editorials/articles/2004/03/28/the\\_pleasure\\_principle](http://www.boston.com:80/news/globe/editorial_opinion/editorials/articles/2004/03/28/the_pleasure_principle));
- Managing media coverage of MIT’s Auto-ID Center, a leader in research on radio-frequency identification technology that has sparked discussion of privacy issues;
- Bringing national exposure to the intelligence and ingenuity of MIT student research and discovery as demonstrated in the Library Access to Music Project;
- Raising the visibility of the Institute by successfully promoting faculty expertise on the subject of Mars travel;
- Bringing the Institute’s comprehensive approach to student mental health issues to the attention of media representatives, leading to better public awareness of MIT’s leadership in the prevention of student suicide;

- Transforming its website from a chiefly archival site into an attractive, dynamically driven, 10,000-page website with several features emphasizing news and services; and
- Bringing a 10,000-name media contact database into wide use within the News Office.

In all, the News Office published a total of 882 stories on its website during this period, including *Tech Talk* articles, news releases, and web-only stories. During the year the News Office staff included Arthur L. Jones, director, Denise Brehm, Darren Clarke, Kristen M. Collins, Donna M. Coveney, Lisa Damtoft, Patricia M. Foley, Deborah Halber, Mary Anne Hansen, Patti Richards, Robert J. Sales, Elizabeth Thomson, Alice C. Waugh, and Sarah H. Wright. In February 2004, Mr. Sales and Ms. Halber left the News Office as a result of the campus-wide layoffs. Late in the academic year two more staff members—Mr. Clarke and Ms. Waugh—announced their departures to pursue other professional opportunities.

**Arthur L. Jones**  
**Director**

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

## **Publishing Services Bureau**

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

In the past year, PSB enjoyed ongoing partnerships with several MIT publishing service groups and collaborated with colleagues and vendors to provide workshops to publishers across the Institute. The year ahead offers great opportunities to develop enhanced systems and tools to facilitate high-quality publishing activities on campus.

## **Publishing Projects**

PSB coordinated nearly 1,000 jobs, assisting MIT academic and administrative offices with publication planning and vendor selection, as well as advising on design, production, printing, and web publishing. Another 461 jobs were handled through the Electronic Catalog (ECAT) online stationery ordering system, freeing PSB advisors to assist MIT offices with more complex publishing projects. PSB continues its partnership with Web Communications Services (WCS), assisting MIT publishers in planning nearly 60 electronic publishing projects this year. PSB clients purchased \$1 million in print services in fiscal year 2004, with an additional \$2 million channeled directly to MIT/PSB preferred print partners. In addition, \$1.2 million in creative services was managed



through PSB. Invitation packages, event posters, departmental and program brochures, and websites were created by 29 preferred web and print design partners and 21 preferred print partners.

The PSB procurement staff processed, facilitated, and advised on the issuance of purchase orders and contracts for \$84.9 million in creative, print, and web services on behalf of MIT publishers.

With the goal of reducing overall publishing expenses for MIT, PSB advisors recommend publishing solutions that achieve departmental goals while taking advantage of the most cost-effective production methods. For example, a successful method uses templates designed with longevity in mind, allowing publishers to leverage staff time and vendor expense across multiple publishing cycles. In-house staff or production artists implement updates to text, color palettes, and imagery quickly and easily on subsequent issues at a fraction of the initial costs. Two familiar examples of this approach are the *MIT Faculty Newsletter*, which uses a template designed to enable the editor to update content and imagery for each issue easily, and the MIT telephone directories, whose covers use a design template with a consistent format and typography while incorporating dramatically different imagery from year to year.

### ***Partnerships***

Much of PSB's work is collaborative in nature. MIT offices and departments continued to provide challenging opportunities to explore new solutions to meet the more complex expectations of the online experience. As the technology used to publish both print and electronic communications becomes more sophisticated, the various MIT offices supporting these communications see the importance of collaborating and easing the navigation of services for MIT publishers. With this goal in mind, managers from PSB, WCS, Academic Media Production Services, and Administrative Computing have engaged in regular meetings to share service and project information and to leverage expertise between groups. The result is that MIT clients will receive support from service providers with the appropriate expertise regardless of the initial group contacted. This important work in streamlining services will continue in the next fiscal year.

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

### ***Publishing Workshops***

PSB supports excellence in MIT communications through direct project counseling and facilitating relationships with preferred creative vendors. In addition to individual advising services, PSB hosts workshops to educate MIT staff at all levels of expertise in best publishing practices. PSB continued this commitment by offering four workshops over the past year.

Hosted by vice president Kathryn A. Willmore, the Communications Workshop series was launched in fall 2002 to bring MIT communications staff together to learn about MIT publishing resources and to encourage collaboration and networking. As part of the series, in October 2003 PSB developed and presented a workshop on Tips for Managing the Publications Process. PSB and WCS staff outlined the process for developing and managing publications, including assessment of goals and resources, budget and production planning, and measurement of the publication's success. The creative team for the Picower Center for Learning and Memory brochure and website project, including the writer, designer, printer, and PSB advisor, then presented a case study demonstrating the process in action. A companion website with downloadable tools and templates as well as links to publishing resources can be viewed at <http://web.mit.edu/commworkshops/102303/index.html>.

In November, PSB hosted an online workshop sponsored by the Council for the Advancement and Support of Education (CASE) on the pertinent topic, Shrinking Budgets, Growing Results: Creative Communication in Tough Fiscal Times. The two presenters, from the University of Louisville, discussed strategies for managing costs while maintaining high standards. MIT publishers and other audience members across the country participated in the interactive workshop through the use of online polling forms and a phone connection. A companion website provided articles and links to additional information on the topic.

MIT print partner W. E. Andrews collaborated with Sappi Paper to present two sessions of their publishing workshops series exclusively for MIT publishers. In Pursuit of Quality attracted 42 participants and provided tips for preparing files that will produce quality printed pieces. The Direct Mail workshop attracted 50 people and included advice on designing direct mail pieces with impact and provided tips for increasing response rates. Martin O'Brien and Deborah A. Puleo from MIT Mail Services joined the session to detail the mailing services available at MIT. More workshops are being planned for the fall.

### ***Publishing Tools***

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

In spring 2003, PSB launched two significant initiatives for the MIT community: the MIT graphic identity program and the MIT online business paper ordering system. These systems received widespread use this past year, allowing MIT publishers to communicate with greater clarity and to reduce costs significantly.

The ECAT online business paper ordering system received 461 orders for business cards, letterhead, and envelopes; new products this year included personalized notepads, mailing labels, window envelopes, and larger-sized envelopes. Where PSB previously handled over 400 stationery jobs per year, the new system reduced the custom stationery orders and allowed PSB advisors to focus their expertise in support of more complex

publishing initiatives with greater impact on improved communications and cost savings. The ECAT system affords significant savings not only in the print cost (between 20 and 60 percent per item) but also staff time across MIT. Enhancements to the service this year include the addition of the Libraries' custom catalog, with business cards featuring their departmental graphic identity.

The MIT graphic identity style guide site provides word processing templates for MIT letterhead and envelopes in addition to electronic logo files and guidelines for use. Enhancements to the site this year include the addition of LaTeX templates, requested by Athena users. The logo continues to see increased use across the campus in print and electronic communications, receiving favorable reviews from prospective students, who comment that it is "cool" and "techie."

### ***MIT Image Library***

Over the past five years, PSB has developed and maintained a library of MIT images available to MIT publishers for use in print and electronic communications. The images are available for a nominal fee that supports the growth of the library. PSB is currently exploring the feasibility of creating a centralized digital image library for use by communicators and publishers throughout the Institute for managing and sharing MIT images.

In June, PSB conducted a survey of MIT publishers to gauge interest in such a tool. Features would include the ability to search for images based on metadata and might include the ability to create MIT-wide or local, departmental collections. A central system could improve communications and messaging for MIT by providing a set of high-quality images aligned with MIT's priorities and goals.

In the next year, PSB plans to convene advisory and working groups to explore the idea and to provide input into the planning, creation, and management of such a system. The survey results indicated a high level of interest and revealed that multiple efforts to create independent systems are already under way. A central image management tool would save money and time by leveraging the investment across departmental units. PSB is collaborating with Information Services and Technology and Administrative Computing staff to explore a system that will meet the needs of the community while also meeting requirements for security and sustainability. The current image library is accessible at <http://web.mit.edu/psb/resources/photographs.html>.

### ***Awards***

The following PSB client projects were honored by CASE's Circle of Excellence Program (<http://www.case.org/container.cfm?CONTAINERID=386&CRUMB=3>):

- The Picower Center for Learning and Memory brochure received a gold medal in the category of individual development publications. PSB advisor Thomas S. Pixton facilitated the project, identifying the creative team.

- The Admissions 10th grade search brochure, designed by Timothy E. Blackburn of PSB, won a silver medal in the category of visual design in print and a bronze medal in the category of individual student recruitment publications.
- The Admissions visit brochure, designed by Victor Park of PSB, won a silver medal in the category of individual student recruitment publications.
- The MIT Medical website won a bronze medal in the websites category. WCS and PSB team members Sean Brown, Christopher Sherrill, Manjari Prashar, and Bara Blender assisted MIT Medical in developing this website:  
<http://web.mit.edu/medical/>.

Victor Park and Minerva Tirado received Infinite Mile Awards from the Financial Group for the design and development of the MIT Procurement site (<http://web.mit.edu/controller/procurement/>).

Copies of these print publications are available for viewing at the PSB office. Visit the awards section of the PSB website for details about the creative teams and project goals.

### ***Personnel***

Just seven months after joining PSB, Kirsten Baumgartner was promoted from office assistant to procurement assistant. Founding member of PSB Jean Caloggero retired in June 2003. Design manager and founding member Tim Blackburn left MIT in May to begin his own design business.

**Monica Lee**  
**Director**

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

### **Reference Publications Office**

The Reference Publications Office (RPO) works in concert with academic and administrative offices throughout the Institute to publish accurate and authoritative information about MIT's organization, programs, and policies.

In the past year, RPO continued to seek ways to enhance the quality of its publications while observing a campus-wide mandate to reduce expenditures. In this environment, a stringent analysis of RPO's operations resulted in the elimination of one full-time administrative staff position and the extension of a half-time support staff position to full time. These staff changes took effect at the end of FY2004.

A straitened budget also led to cost-saving changes in publication delivery, as well as renewed efforts to improve editorial quality. Plans to redesign RPO publications were put on hold.

New directions in publication delivery were keyed to a decision, endorsed by the Academic Council, to discontinue the print edition of MIT's *Reports to the President* in favor of the electronic edition on compact disc introduced the previous year. The success of this form of delivery, combined with widespread appreciation of the utility of electronic full-text indexing, led to further consultation with academic advisors and the development of plans to distribute the MIT course catalogue on CD to all incoming students beginning in AY2005. While print copies of the catalogue will continue to be available to students and staff of the Institute, it is expected that introduction of the CD, at half the unit cost of the print catalogue, will enable gradual reductions to be made in the print run of the paper edition.

Editorial initiatives for AY2004 were concentrated on the *Reports to the President*, which was extensively copyedited to improve accuracy and readability, and *MIT Facts*, which had been acquired from Resource Development and published by RPO for the first time in 2003.

Following this publication, RPO noted that the interior plan of *MIT Facts* had remained constant for a number of years and convened an editorial advisory committee to reexamine its contents. These meetings resulted in a strong affirmation of the value to the community of this popular booklet, a content reorganization, and the addition of a lead essay ("MIT in Focus"), a Frequently Asked Questions section, and a campus map—all of which were introduced in the 2004 edition. Particularly noteworthy was the campus map, based on aerial photographs of the MIT campus provided by the Department of Facilities.

Another innovation—on-demand reprints—provided a cost-effective way to meet the continuing demand for *MIT Facts* throughout the year. For MIT programs hosting campus visitors, it has proved a uniquely relevant and affordable gift.

Underlying these initiatives, the linchpin of RPO's efforts to improve publication quality while reducing overall expenditure was its strategic investment, at the end of FY2003, in a new content management system to enable electronic updating of its publications.

Work on implementing the new system, called Engenda, began in July and continued throughout the year. The first phase of work revolved around the creation of a customized user interface. In November came the task of transferring RPO publications to Engenda. First on the list was the directory of MIT offices and programs, or "Bluepages," followed by the MIT course catalogue. By summer, both publications were resident in Engenda, and the system was readied for tests scheduled to begin with the annual update of the Bluepages in August and September.

Web publications manager Lori Weldon completed five years of service before leaving MIT at the end of May 2004. The proposal by Jennifer E. Schoonover and Nina Domenico to share the new full-time position of editorial assistant was accepted in June, with a July 2004 start date.

Looking forward, RPO's principal goals for FY2005 include consolidating the office reorganization and further integrating the new content management system into daily business operations.

**Stuart Kiang**  
**Director**

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

## **Office of the Secretary of the Corporation**

The secretary of the Corporation is one of the Institute's four corporate officers, with responsibility for administering the operations of the Corporation, MIT's Board of Trustees, including membership and standing committees, and, through the Office of the Secretary of the Corporation, quarterly meetings of the board and 31 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 as joint signatory with the president in the awarding of academic degrees.

### **Corporation Meetings**

#### ***Orientation Program and Annual Meeting***

On October 2, 2003, an orientation program was held at Gray House for new members of the Corporation. In the evening, new members and their spouses and guests were joined by members of the Executive, Membership, and Auditing committees for a reception and dinner.

Newly elected chairman of the Corporation Dana G. Mead chaired his first annual meeting on October 3, 2003, at which nine new members—including the 2003–2004 president of the Alumni and Alumnae Association Paula J. Olsiewski, three reelected members, and three new life members—were introduced to the membership. The Corporation approved the action of the president in the awarding of September degrees and, as part of the report of the Membership Committee, voted to approve the list of nominated members of the visiting committees. Visiting committee reports were presented for the departments of Brain and Cognitive Sciences and of Chemical Engineering and for the Humanities. The chairman and the provost endorsed the idea of establishing a series of meetings to familiarize visiting committee chairs with the administration's perspective on issues such as financing the operations of the Institute, graduate student support from sponsored research, and space—all frequent topics of discussion at visiting committee meetings.

The Corporation heard remarks on the transfer of Michael M. Koerner to life member emeritus. Corporation members accepted the annual report of the president and authorized its distribution in printed form. They heard reports presented by the president and by A. Neil Pappalardo, chair of the Auditing Committee, and treasurer Allan S. Bufferd. Barbara G. Stowe, vice president for resource development, and Raymond S. Stata, chair of Campaign for MIT, presented an update of the campaign's progress.

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

### ***December Meeting***

At the quarterly meeting on December 5, 2003, the Corporation heard reports from chairman Dana G. Mead, chair of the Membership Committee, and from Linda C. Sharpe in the absence of James A. Lash, chair of the Corporation Joint Advisory Committee on Institute-Wide Affairs. The Corporation also heard remarks on the transfer of Morris Tanenbaum to life member emeritus and accepted memorial resolutions honoring life member emeritus Luis Alberto Ferré '24. Visiting committee reports were presented for the departments of Aeronautics and Astronautics and of Urban Studies and Planning and for the Libraries, Sponsored Research, and Whitaker College.

President Vest devoted most of his remarks to the announcement of his intention to step down from the presidency of the Institute, following nearly 14 years in that post. He was joined by his wife, Rebecca M. Vest, as they were honored with sustained applause for their extraordinary leadership of and service to MIT. Chairman Mead announced the process by which the Corporation would carry out its most important responsibility—that of selecting the next president of the Institute—which included the formation of a new Corporation Committee on the Presidency, to be chaired by life member James A. Champy, and a Faculty Advisory Committee to the Corporation on the Presidential Search, to be formed by Rafael L. Bras, chair of the Faculty. Additional input would be solicited from a student advisory group, from the Corporation Joint Advisory Committee on Institute-Wide Affairs, and from alumni, the administration, and Institute staff. Dr. Vest pledged to continue as president until a successor is found and takes office.

At the conclusion of the meeting, Corporation members and their guests attended a luncheon at the Faculty Club, to which members of the Academic Council were invited. During the reception, a prototype of the centrifuge hardware used in the Mars Gravity Project was on display, and a presentation by the student team involved with the project was made during the luncheon.

Following the luncheon, several visiting committee chairs attended an informational meeting with Dr. Mead, provost Robert A. Brown, vice president for research and associate provost Alice P. Gast, and associate provost Claude R. Canizares on Institute

finances, sponsored research to support graduate students, and institutional space planning.

### ***March Meeting***

At the quarterly meeting on March 5, 2004, the Corporation approved the action of the president in the awarding of February degrees and the establishment of a new PhD program in Computational and Systems Biology. They also accepted the memorial resolutions honoring life member emeritus Robert C. Guinness SM '34, ScD '36, and heard remarks on the transfer of Breene M. Kerr '51 to life member emeritus. Reports were presented from the visiting committees for the dean for student life, the Media Laboratory and Program in Media Arts and Sciences, and the Department of Nuclear Engineering, as well as from Dr. Mead, chair of the Membership Committee and from James A. Champy, chair of the Corporation Committee on the Presidency.

Additional reports were presented by Pardis C. Sabeti, chair of the Screening Committee for the Nomination of Recent Graduates; James A. Lash, chair of the Corporation Joint Advisory Committee on Institute-Wide Affairs; and Paula J. Olsiewski, president of the Association of Alumni and Alumnae. The second half of the meeting was devoted to a discussion of a proposal to establish an investment management company and a standing committee for finance and budget and a report by President Vest. Following the meeting, members of the Corporation and their accompanying spouses and guests attended a reception and luncheon at the Faculty Club, where they were joined by new and current MacVicar Faculty Fellows and members of the family of the late Professor Margaret A. MacVicar, for whom the fellowships are named. A second meeting for visiting committee chairs was held following the luncheon, while other Corporation members went on to attend the community event marking MacVicar Day.

### ***Commencement Meeting***

The final quarterly meeting of the academic year was held on June 4, 2004, prior to Commencement exercises at which the speaker was Dr. Elias A. Zerhouni, director of the National Institutes of Health. At the meeting, the members accepted memorial resolutions honoring Ralph Landau '41 and resolutions read in honor of four members completing their terms of service on the Corporation. They voted to approve the action of the president in the awarding of June degrees and to approve the proposed amendments to the Corporation Bylaws establishing an investment management company. The active members of the Corporation unanimously elected new term and life members and approved the appointment of members of the Executive, Development, Membership, and Auditing Committees, as well as the chairs of the Institute's 31 visiting committees. In addition, members heard reports from the chairs of the Screening Committee and the visiting committees for the dean for undergraduate education and the departments of Earth, Atmospheric, and Planetary Sciences and of Linguistics and Philosophy. Following the report of the president, members heard in closed session an update from James A. Champy, chair of the Corporation Committee on the Presidency, about progress in the search for a new president of MIT. At the conclusion of the meeting, 41 Corporation members participated in the academic



procession to Killian Court for Commencement exercises, for which Alexander V. d'Arbeloff '49 served as Corporation marshal. A reception and luncheon followed for Corporation members, their guests, and officials and guests of the Commencement Committee.

### **Corporation Membership**

- Elected ex officio chairman of the Corporation effective July 1, 2003: Dana G. Mead
- Completed service effective June 30, 2004: Kenneth F. Gordon, Harbo P. Jensen, John A. Morefield, and Pardis C. Sabeti
- Elected to five-year terms, effective July 1, 2004: Gordon M. Binder, Morris Chang, Gururaj Deshpande, Robert B. Millard, Paula J. Olsiewski, Sanjay K. Rao, Milton H. Roye, Jr., Martin Y. Tang, and Barrie R. Zesiger
- Elected for three years to fill an unexpired term, effective July 1, 2004: Carly Fiorina
- Elected for one year to fill an unexpired term, effective July 1, 2004: Anita K. Jones
- Elected life member effective July 1, 2004: John K. Castle and Susan E. Whitehead
- Elected life member effective upon the conclusion of his presidency: Charles M. Vest
- Ex officio member for a one-year term effective July 1, 2004: Linda C. Sharpe, 2004–2005 president of the Association of Alumni and Alumnae of MIT
- Transferred to life member emeritus: Michael M. Koerner (August 2003), Morris Tanenbaum (November 2003), and Breene M. Kerr (January 2004)
- Deaths: Luis Alberto Ferré (October 21, 2003), Robert Charles Gunness (January 28, 2004), Ralph Landau (April 5, 2004), and George Widmer Thorn (June 26, 2004)

### **Corporation Committees**

#### ***Advisory Committee on Shareholder Responsibility***

The Advisory Committee on Shareholder Responsibility did not meet in FY2004. The treasurer monitors votes in accordance with guidelines previously established by the committee and is charged with convening the committee if new issues arise during the year.

#### ***Auditing Committee***

Meetings of the Auditing Committee were held on October 2, 2003, and March 4 and June 3, 2004. In attendance were the Auditing Committee members, representatives from PricewaterhouseCoopers, personnel from the MIT Audit Division, various MIT financial staff members, and invited members of the MIT administration. The committee met in executive session following each meeting with members of the MIT administration and with the external and internal auditors. As of June 2004, the

committee chairman began a practice of convening a private session with the members of the committee prior to each meeting.

The Auditing Committee welcomed a new member in FY2004: Scott P. Marks Jr. Other committee members serving during the year were A. Neil Pappalardo, chair, Dedric A. Carter, Norman E. Gaut, and Paul Rudovsky.

The October meeting included a report from executive vice president John R. Curry, treasurer Allan S. Bufferd, and controller James L. Morgan on the FY2003 financial statements and the Institute's gifts and investments. John Mattie of PricewaterhouseCoopers presented their report, which contained an unqualified opinion on the financial statements; Mr. Mattie also presented comments for Institute management addressing control issues in administrative and financial structure, accountability and resources, project management, and financial systems controls. Institute auditor Deborah L. Fisher reported on internal audit activities. Senior counsel Jamie Lewis Keith presented a comprehensive risk-focused summary of litigation trends at MIT. Reports on recent regulation and legislation were presented to the committee, as well as an update on the Whitehead Institute/Broad Institute transition activities. The committee unanimously approved management's recommendation to appoint the firm of PricewaterhouseCoopers as auditors for FY2004.

The March meeting began with a summary report by Ms. Fisher and her associates of the Internal Audit Division's work for calendar year 2003 and a presentation of the internal audit plan for calendar year 2004. The formation of a new function—the Research Administration Compliance Program, under the joint directorship of the director of the Office of Sponsored Programs and the Institute auditor—was announced. A report on quarterly financial results for the second fiscal quarter was provided and reviewed. Results of a recent examination by the Defense Contract Audit Agency auditors regarding salary certification procedures at MIT were reviewed, and the committee was apprised of actions being taken by management in response to this examination. The committee also adopted a policy on the use of the independent public accountant for nonaudit services.

The June meeting included a presentation by Mr. Morgan of the financial results for the third fiscal quarter and updates on regulatory matters, and the status of work in the Internal Audit Division was provided for the committee's review. Provost Robert A. Brown and Mr. Curry described the plan for study of MIT's research administration practices and the enhancement of these practices to improve compliance in certain areas.

### ***Corporation Joint Advisory Committee on Institute-Wide Affairs***

The Corporation Joint Advisory Committee on Institute-Wide Affairs (CJAC), the only committee on campus comprised of student, faculty, and Corporation representatives, provides a unique forum for discussion on a broad range of issues of Institute-wide concern. In AY2004, CJAC held meetings in conjunction with the quarterly meetings of the Corporation in October, December, and March and added an interim meeting in February.

At the October meeting, held at the Faculty Club, CJAC reviewed the topics on which the committee focused in AY2003: recruitment of underrepresented minority students and faculty; support for international students in the presence of increased homeland security; and graduate student advising. An update on the underrepresented minority student recruitment issue was presented by LaShanda James-Korley, a CJAC member in AY2003. Linda C. Sharpe, substituting for chair James A. Lash in his absence, led a discussion in which the members decided to continue their work on increasing diversity among graduate students and faculty and to add to their agenda for the year the impact of the Institute's financial situation on student life and an examination of the need for and methods of addressing academic integrity in Institute culture. Following the meeting, CJAC members were joined by members of the Corporation Screening Committee for Nomination of Recent Graduates and by other students for dinner and an explanation of the nomination and election process.

At the December meeting, held at New House, invited guest chancellor Phillip L. Clay addressed the impact of the Institute's financial situation on the student experience. The meeting also focused in depth on the topic of academic integrity, and the committee formulated a plan to learn more about the range of unethical behavior, its prevalence at the undergraduate and/or graduate level, and ways to identify the problem through focus groups, a review of relevant data, and in conversation with members of the staff of the deans' offices. The committee continued its discussion of diversity with specific recruitment strategies that could be pursued by departments and by the Institute as a whole. Following the meeting, CJAC members were joined by many residents of New House for dinner in their newly renovated dining area.

A special interim meeting was held in February at which student representatives presented a series of reports generated by the Graduate Student Council on the cost of living for graduate students and on efforts to increase diversity in minority enrollment at the graduate student level. With respect to the topic of academic integrity, the students also reported the results of a comparative study of the use of honor codes at other universities.

The March meeting began as a joint dinner session with representatives from the Corporation Committee on the Presidency and the Faculty Advisory Committee to the Corporation on the Presidential Search. Erich Caulfield, president of the Graduate Student Council, and Pius Uzamere, president of the Undergraduate Association, presented a preliminary report on the student perspective for the search process. The latter half of the meeting was devoted to summarizing the work of the committee over the past year on the issue of graduate student cost of living, academic integrity, and diversity. It is expected that these issues will continue to be of interest to the members of CJAC in the coming year.

The chair of CJAC, James A. Lash, and Linda C. Sharpe, who chaired the meetings in Mr. Lash's absence in October, December, and February, presented reports of the committee's activities at the December and March meetings of the Corporation.

### ***Corporation Development Committee***

Activities of the Corporation Development Committee are covered in the annual report of the vice president for resource development, under the Office of Campaign Giving.

### ***Executive Committee***

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

### ***Investment Committee***

The Investment Committee held three regularly scheduled meetings during FY2004. These meetings focused on a review of the policy portfolios for the assets of both the endowment and the MIT Retirement Plan. Modest changes were made to the policy portfolios to reflect changed outlooks for various asset classes.

The policy portfolios are diversified across major asset groups, such as marketable global fixed income securities; marketable domestic and international, developed and emerging equities; global real estate; nonmarketable global alternatives such as private equity, oil, and gas; and marketable global alternatives, which include distressed debt, event arbitrage, and other hedge fund strategies.

These investment strategies are fully implemented through external investment management organizations in various locations around the world.

### ***Membership Committee***

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

### ***Corporation Screening Committee for Nomination of Recent Graduates***

The Screening Committee for Nomination of Recent Graduates, in collaboration with CJAC, held a joint dinner meeting for students on October 2, 2003, in part to explain the nomination and election process for membership on the Corporation. The committee met via two teleconferences, in January and February 2004, to review all nominee applications. From a group of 44 candidates, the committee selected six for the ballot. The nomination process was conducted under the auspices of the Alumni/ae Association using an electronic ballot accessed by eligible voters via the internet. Mr. Sanjay K. Rao '02 received the nomination and was elected in June to serve a five-year term on the Corporation.

### **Corporation Visiting Committees**

The following 16 Corporation visiting committees convened for regular two-day meetings during AY2004: Aeronautics and Astronautics; Athletics, Physical Education, and Recreation; Biological Engineering; Earth, Atmospheric, and Planetary Sciences; Humanities; Linguistics and Philosophy; Mathematics; Mechanical Engineering; Media Laboratory and Media Arts and Sciences; Nuclear Engineering; Sloan School of Management; Sponsored Research; Dean for Student Life; Dean for Undergraduate Education; Urban Studies and Planning; and Whitaker College.

In AY2004, the Institute's 31 visiting committees were composed of 420 persons filling 538 membership positions: 65 Corporation members filled 159 slot, 185 presidential nominees filled 198 slots, and 170 alumni nominees filled 181 slots. Eleven people filled both a presidential nominee slot and an alumni nominee slot. Of these 11, 2 also each filled 1 additional alumni slot and 1 additional presidential slot.

Women made up 23% of the visiting committee membership, down from 24% last year, while minorities comprised 17% of the visiting committee membership, an increase of 1% from last year. Of the members, 38% were affiliated with academia, 54% with business and industry, 4% with government and law, and 4% with other organizations, including nonprofit enterprises.

### **Office Activities and Personnel**

The staff of the Corporation Office coordinated and managed the four Corporation meetings, four CJAC meetings, and 16 visiting committee meetings that occurred in 2003–2004, serving members of the Corporation, the committees, faculty, students, and staff from around MIT in support of the governance of the Institute. Additional projects included the completion in October 2003 of the renovation of the Vannevar Bush Room, for which Susan A. Lester, associate secretary of the Corporation, served as a key member of the client team. She also coordinated the review and assessment of historical Corporation meeting files and related documents and oversaw their transfer to the Institute Archives for permanent storage.

Melanie A. McCue continued in her role as administrative assistant II in coordinating and carrying out the details of visiting committee meetings and other responsibilities associated with the visiting committee process in an efficient and enthusiastic manner, while expanding her responsibilities in accounting and computer liaison. Jacqueline A. Gaston joined the Corporation Office as administrative assistant I in January 2003, with primary focus on the processes associated with Corporation membership, coordinating the details of its meetings, and maintaining cordial relations with its members.

**Kathryn A. Willmore, Vice President and Secretary of the Corporation**

**Susan A. Lester, Associate Secretary of the Corporation**

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