

MIT Alumni Association

“...to further the well-being of the Institute and its graduates by increasing the interest of members in the school and in each other.”

— The MIT Alumni Association Constitution, 1875

Executive Summary

Susan Hockfield’s presidency has focused sharp attention on the importance of communicating MIT’s accomplishments and values to the nation and the world. The Alumni Association plays a critical role in the success of these communications, and has begun working closely to develop new communication strategies and to introduce President Hockfield to the alumni, MIT’s most significant ambassadors. She attended numerous events with alumni on campus and met alumni in four clubs: Northern California, Boston, Puget Sound, and Hong Kong. Many alumni attended inaugural events and viewed her inaugural speech on MIT’s website at <http://web.mit.edu/inauguration/webcast.html>.

Linda C. Sharpe ’69, the 110th president of the Alumni Association, underscored President Hockfield’s communications agenda by conveying to alumni the importance of MIT core values—a culture of intellect, integrity, intensity, and irreverence; focus on the future, the unknown, the interconnections; output of excellence, innovation, and service; and global reach and perspective.

The celebration of Dr. Charles M. Vest’s 14-year presidency was a centerpiece of this transitional year. The Alumni Association supported the efforts of Resource Development and Conference Services at many events feting the Vests. To honor Charles M. Vest HM, the Alumni Association supported a fundraising campaign to establish the Charles M. Vest Presidential Fellowship Fund.

The MIT Alumni Fund set new records as the strongest ever in terms of both dollars raised and total donors. We had a record year for attendance at Tech Reunions and Family Weekend, as well as tremendous attendance at presidential events. Despite a significant decrease in MIT’s support of the Association’s FY2005 budget, the Association set new participation records.

The analysis of the FY2004 alumni attitude survey motivated various improvements in programs and solicitation strategy. This information will be an historical record of alumni attitudes as well as a focal point for developing programs and services in FY2006.

Leveraging technology continued to be a focus of Association development to increase alumni connections and reduce staff workload. New, sophisticated, and user-friendly online tools for supporting alumni clubs and groups were provided to volunteers to plan and process events, develop web pages, and communicate with other alumni. An enhanced online alumni directory was developed for launch in early FY2006 to put

more powerful tools in the hands of all alumni. A new Giving website, developed with Resource Development, features a gift form with automatic updates to the Advance database and real-time credit card processing. The full year implementation of an automated phoning system, with complete database integration, allowed us to reach a record number of alumni by phone and increase donors. These and other enhancements allowed the Association to function effectively despite a reduction in staff in FY2004.

Association staff and volunteers worked closely with many Institute offices and staff in support of Inaugural events, campus events for students and parents, and a variety of entrepreneurial activities and programs. The Association continued a particularly close relationship with the offices of the Dean for Student Life in support of MIT's fraternities, sororities, and independent living groups, (FSILGs) and with the Dean for Graduate Students in support of graduate student and graduate alumni community.

The Association has built a database of contact information for 102,471 alumni out of the 117,025 total living alumni: 48 percent are undergraduate alumni, 39 percent graduate alumni, and 13 percent hold dual degrees. The total alumni population is 83 percent male and 13.8 percent live outside the US.

Accomplishments in Brief

Participation by alumni at events and as volunteers continued to increase—7,501 alumni volunteered their services, representing an 8 percent increase over FY2004 (6,938).

In collaboration with those volunteers, the Association facilitated 1,303 club events, 136 alumni education events, over 274 Enterprise Forum events, and 17 class reunions, including Senior Week. Events ranged from Cardinal and Gray meetings, Graduate Alumni Seminars, Young Alumni Seminars, and Alumni Travel Programs to Parents Weekend. Those events successfully connected alumni to MIT through presentations by 106 faculty, 19 staff and administrators, and 85 alumni speakers.

The Alumni Leadership Conference, held October 1–2, 2004, was an opportunity for MIT to celebrate the outstanding commitment of 300 of the 7,501 volunteers and to provide volunteers with an opportunity to connect with each other and learn best practices.

The Alumni Fund reported a record number of alumni donors (32,010); record dollar total (\$33,527,830); a record number of graduate-school-exclusive (GSE) donors (12,513); and a record-setting Parents Fund total (\$724,709) from a record number of non-alumni parents (2,269). Reunion giving reported an impressive total of \$139 million, the second highest reunion gift total in MIT history.

The Alumni Association website received 6,221,432 page hits in FY2005. The monthly average of page hits was 518,453. The average number of monthly unique visitors was 44,324. There were 65,550 registered users of the Infinite Connection at the end of FY2005, and Online Directory page views tallied 932,770.

The centralized Communications Department completed over 200 projects ranging from the Alumni Association Annual Report, to posters, program books, and brochures. The look and feel of all print and electronic projects was consistent and of high quality.

The Web-based Services group built and launched Alumni Site Builder, a new volunteer tool that enables alumni groups to create and maintain their own websites; introduced SpamAssassin software in Email Forwarding for Life; launched a new Enterprise Forum website; and partnered with Resource Development to launch the new Giving site.

Special Initiative

Alumni Survey Findings

In FY2004, Opinion Dynamics Corporation conducted a comprehensive survey to measure MIT alumni opinions in four primary areas: attitudes toward MIT and alumni participation, the Alumni Association, communications, and giving. The findings and a complete analysis were made available in August 2004. In FY2005, we analyzed these results and began using the findings to shape existing programs and plan for new efforts. Key findings are listed below:

- Attitudes toward MIT are generally positive. Over two-thirds of alumni have either very warm (31 percent) or warm (39 percent) feelings for MIT; only a small minority (12 percent) are alienated from the Institute.
- Alumni have the strongest affiliation “with friends that they made at MIT” (50 percent very strong/strong) and “with MIT as a whole” (37 percent very strong/strong)
- Most alumni believe that MIT keeps them very well informed (52 percent) or somewhat well informed (42 percent)
- The Alumni Association is generally well rated. It is valued most for its web and communications services; younger alumni are particularly interested in internet-based services and communications
- Alumni rated “keeping alumni informed about developments at MIT” (5.0 on a 7 point scale) and “providing access to an online alumni directory” (4.7) as the two most important programs or services that the Alumni Association provides. “Facilitating entrepreneurial advancement” (3.72) and “providing social opportunities for alumni” (3.59) were rated the least important programs or services
- *Technology Review* (90 percent) and the MIT website (63 percent) were rated the most valuable MIT communications mediums
- Half of alumni will either definitely (21 percent) or probably (29 percent) attend a reunion in the future.
- Time (22 percent), distance (21 percent) and no connection with their class or MIT (19 percent) are the primary reasons undergraduate alumni have not attended a reunion. Over two-thirds of alumni (69 percent) said knowledge of other classmates attending would make them much or somewhat more likely to attend a reunion.
- A majority of alumni have given to MIT but there is room to expand giving. Most alumni givers admit that their MIT gift is neither a priority nor a stretch.

The development effort can be more aggressive in asking for larger and more frequent donations

- Over half of giving alumni (52 percent) rank MIT as a middle priority for support, while 30 percent rank MIT as a top priority
- The highest-rated reasons for giving to MIT were “MIT is important to society for the education it provides” (3.84 on a 5 point scale), and “I feel real affection and loyalty to MIT” (3.41 rating). The lowest-rated reason for giving was “I give because fellow alumni ask me and it’s hard to say no” (1.03 rating).
- One-third (33 percent) of alumni give as much as they can without taking away from other things. However, the majority of alumni reported making either a non-priority contribution (38 percent) or a token contribution (22 percent).
- Over half of giving alumni (53 percent) rate MIT’s fundraising program as somewhat aggressive, and 29 percent rate it as not very aggressive. Only 11 percent rate MIT’s fundraising program as very aggressive.
- Alumni most strongly agreed with the statements “It is important for MIT to maintain need-based financial aid” (71 percent strongly agree) and “It is important that MIT allows gifts to be designated to specific purposes” (61 percent strongly agree). Alumni were least likely to agree with the statements “I simply cannot afford to give/give more to MIT” (24 percent strongly agree) and “MIT needs my support” (22 percent strongly agree).
- Half of alumni (50 percent) wish they could give or give more to MIT and would if their circumstances changed. Nearly one-quarter of alumni (24 percent) said they might give or give more to MIT if the Institute made a case for why their gift is needed.

Actions Taken

We have used these findings to inform our work in FY2005. The following are examples of the impact of survey findings on Association initiatives.

Fundraising

We noted that we could be more aggressive in our fundraising, but we are cautious about pushing aggressiveness too far. From the survey we know that people have the capacity and willingness to give more, so we are changing our strategy to ask more directly. We are developing new messages for FY2006 that make a stronger case for MIT’s priorities, e.g., unrestricted funds, scholarships, and fellowships. We will make a stronger case for MIT’s real-world impact, using President Hockfield’s energy initiative as one area of focus. We are sending more personalized solicitations that “target asks” to the appropriate level of prior giving.

Alumni Activities

In reunion marketing, to provide additional incentive, we frequently reported which classmates were planning to register. We plan a pilot reunion event for recent graduates as a part of the 2006 Tech Reunions schedule to test new reunion alternatives.

Communications

We have focused even more clearly on key messages, online communications, and increased personalization around interests. A redesigned online directory and web marketing strategy should drive even more alumni to the highly regarded online services.

Alumni Activities

The naming and subsequent inauguration of President Susan Hockfield offered us an opportunity to introduce the president to alumni in four clubs. We had the opportunity to create special programming, for the Enterprise Forum and the Travel Program. We created FSILG awareness opportunities and events. The results proved to be top-rate, with high satisfaction among participants as well as high participation numbers.

Highlights

- Tech Reunions 2005 had an attendance of 3,064, the highest on record since the Association has kept attendance records.
- Technology Day achieved even higher attendance results than last year's record-breaking event. The topic this year was "Bioengineering at MIT: Building Bridges between the Sciences, Engineering, and Medicine." With more than 1,200 attendees, the main auditorium in Kresge was filled to capacity with the overflow accommodated in Little Kresge. The Alumni Education group worked with the Tech Day Committee, chaired by Douglas Vincent '89, to plan this spectacular program.
- In addition to Tech Reunions, the reunions team planned several other smaller events, primarily for younger alumni, notably the Class of 2001 Pi Reunion in Las Vegas, the Class of 1997 E-Squared Reunion in Miami, and Senior Week 2005. This year's Senior Week generated record-breaking attendance, with 45 percent of the class attending at least one event (480 seniors), and a total of 1,173 attendees (including undergraduates, graduates, family, faculty, and staff).
- The Women's Leadership Conference (WLC) featured a day and a half focused on the experiences of MIT alumnae in leadership roles. It involved five MIT faculty, two senior MIT administrators, and 36 alumnae as presenters, and it was filled to capacity with some 221 attendees. Events included student/alumnae receptions, panels featuring alumnae through the eras, panels featuring MIT faculty, and an opportunity to hear President Hockfield.
- A highlight of FY2005 was the very successful Black Alumni of MIT (BAMIT) 25th Anniversary Celebration. This multi-day event helped improve the group's visibility to alumni and Institute leaders.
- Globally, the 23 MIT Enterprise Forum chapters produced over 274 events with a cumulative attendance of well over 20,000 people in FY2005.
- For FY2005, the MIT Enterprise Forum produced three broadcasts, reaching audiences of well over 4,000 for the year. In total, the Enterprise Forum reached out to 127 viewing sites across the world with the broadcasts. Unique viewing sites increased to 62 in FY2005 from 53 in FY2004.
- The Parents Association hosted an outstanding Family Weekend with increased programming and tours for the record number of 696 families in attendance.

In addition, the Association hosted four parent events (Northern California, Southern California, Chicago, and Boston) and assisted in facilitating 56 Summer Send-Off events engaging 20 parent connectors, 630 students from the class of 2009, and 1085 current students.

- FSILG efforts concentrated on alumni communications and outreach; establishing a new Independent Residence Development Fund (IRDF) Operating Grants program; supporting the Association of Independent Living Groups; and developing the infrastructure to assist and record FSILG contributions.
- The Travel Program bounced back from a very soft FY2004 to a very strong FY2005. Our total number of travelers increased 16 percent in FY2005. We piloted a program that focused on women’s issues in Tanzania, led by MIT Professor Jean Jackson and hosted by MIT Alumni Association President Linda Sharpe.
- Usage of the alumni-to-alumni job opportunities posting board increased since last year to an average of 88 postings per month. The total number of jobs for the year was 1,059, an increase of 19 percent. This page received 108,832 hits, a sure sign of alumni interest in jobs posted by other alumni.
- The second annual Toast to IAP for Young Alumni drew an 85 percent increase in Toast sites from 14 in FY2004 to 26 this year, including international sites in London and Hong Kong. Attendance more than doubled to over 475.
- Student-focused programs included activities such as the Externship Program, Student Ambassadors, IAP Open House, Backpack to Briefcase seminar, and “You Made It!” The Externship Program placed 41 percent of student applicants, up from 36 percent in FY2004, and the number of opportunities offered increased 13 percent from 297 in FY2004 to 337 in FY2005.

The Alumni Fund

This year the Alumni Fund, led by fund board chair Thomas C. Davis ’84, reported a record number of alumni donors (32,010) and a record dollar total (\$33,527,830). The Alumni Fund includes gifts from alumni, students, parents, and friends capped at

Figure 1. Alumni Fund capped dollars

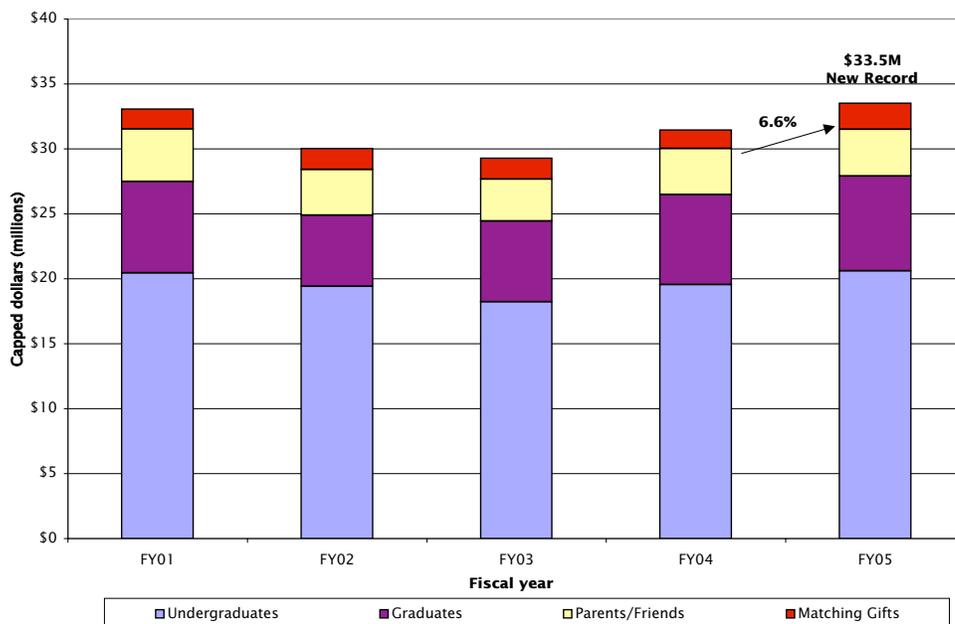
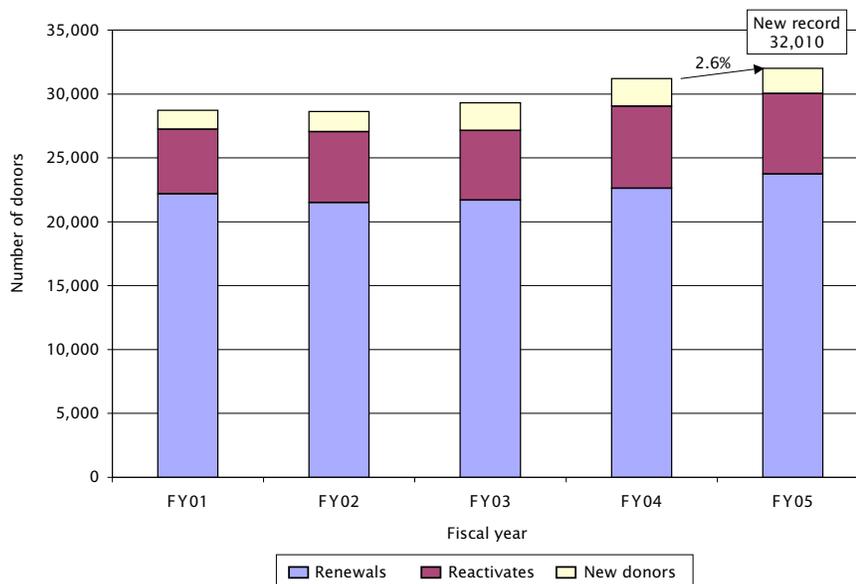


Figure 2. Alumni Fund donors

\$100,000. Without this cap, the total sum raised from these individuals in FY2005 was \$72.9 million. The Parents Fund exceeded both donor and dollar goals with a record-setting \$724,709 from a record 2,269 non-alumni parents. Reunion giving reported an impressive total of \$139 million, the second highest reunion gift total in MIT history, with three classes (1980, 1940, and 1925) setting reunion gift records. The fund reported a record number of (GSE)donors (12,513).

Final Campaign for MIT Results

The Campaign for MIT concluded in December 2004 with a total of \$2.05 billion. During the course of the campaign, \$235.8 million was credited to the Alumni Fund from 54,358 donors. This represented 56 percent alumni participation.

Volunteers, Leadership, and Governance

The partnership between alumni volunteers and the Association staff is the core of the Association's success. It allows us to engage more alumni with MIT and to strengthen our communications with alumni. The active engagement of over 7,500 volunteers this year has helped to sustain the excellence of the Institute. Alumni and parent volunteers planned on-campus and regional events, asked for gifts in support of MIT, interviewed prospective students, and participated in the governance of the Association and MIT.

Alumni Association Board of Directors

In FY2005, the Alumni Association Board of Directors was led by Association president Linda C. Sharpe '69, the 110th president of the Alumni Association. Sharpe was the first African American and fifth woman to serve in this position. During her year as president she focused on communicating MIT core values. She communicated with alumni in *Technology Review* about transitions at MIT, diversity, leadership, and outcomes from the alumni survey. In addition to her participation in various alumni events around the

country, she spoke on campus to student groups, interacted with faculty and senior administrators, and served on the Inauguration Committee.

Sharpe believed it was important for all board members to have a chance to see new things on the campus at each board meeting. She established board tours (Bio-instrumentation Systems Lab/Ian Hunter and TEAL classroom) and invited guest presenters to board meetings (President Hockfield and Robert Desimone, director of the McGovern Institute for Brain Research).

Board Accomplishments

Welcomed President Hockfield

- The Association invited alumni through the website to write welcome statements to President Hockfield and placed e-messages from alumni all over the world in a scrapbook. President Hockfield responded with an online thank you for the welcome book.
- President Hockfield attended the February Alumni Fund board and the March Association board meetings. She was briefed on the alumni attitudes survey and traditions at MIT and hosted events in major markets. Linda Sharpe and Elizabeth Garvin served on the Inauguration Committee.

Board Actions

- Recommended Association FY2006 budget to MIT. Audit and Budget Committee proposed and MIT funded a budget for FY2006 that restored some MIT funding and reduced dependence on Alumni Association reserves
- Established policy for research involving alumni subjects
- Changed bylaws to provide for new electoral districts for the National Selection Committee, resulting in the inclusion of international resident positions on both the National Selection Committee and the Board of Directors
- Reviewed the results of an alumni survey and recommended regular surveys and data analysis (at least on 4–5-year interval, more frequently for internet-related questions)
- Approved five Association policies documenting current practices
- President's Committee provided guidance to executive vice president throughout the year

Nominations and Awards

- Appointed 46 alumni nominees to Corporation Visiting Committees
- Appointed 19 members and chairs of five national boards and committees
- Working with staff, improved selection processes for alumni nominees to Corporation Visiting Committees
- Approved 22 volunteers and four groups for awards
- Selected four new honorary members
- Approved recommendation of Awards Committee on posthumous awards
- Recognized William J. Hecht (CEO emeritus) and Joseph S. Collins (former fund board director and managing director) for combined Alumni Association service of more than 50 years

Alumni Association Board of Directors for FY2005

Robert L. Blumberg '64, vice president
 Thomas C. Davis '84, chair, Alumni Fund board
 David A. Dobos '77, director, district 8
 Thomas C. Gooch '77, director, district 9
 Joseph G. Hadzima, Jr.'73, chair, Enterprise Forum board
 Henry H. Houh '89, vice president
 Kim L. Hunter '86, director, district 3
 Vincent W. James '78, director, district 1
 Frederick W. Lam CH'89, director, district 11
 James A. Lash '66, past president
 Lucinda Linde '82, director, district 2
 Scott P. Marks, Jr. '68, president-select
 Carol C. Martin '77, director, district 5
 Paula J. Olsiewski CM'79, past president
 John E. Plum '74, director, district 4
 Allan C. Schell '55, director, district 6
 Linda C. Sharpe '69, president
 Kenneth Wang '71, director, district 4
 Mark Y.D. Wang '87, director, district 10
 Jeffrey M. Weissman '69, director, district 7
 Chiquita V. White '85, vice president
 R. Robert Wickham '93, young alumni director
 Elizabeth I. Winston '94, young alumni director

National Selection Committee

The National Selection Committee (NSC), elected by the alumni body, selects the officers of the Alumni Association and names three alumni nominees each year for election to the MIT Corporation for five-year terms.

National Selection Committee Members

Harris Weinstein '56, chair
 Laurie D. Baird GM'92
 James S. Banks '76
 Bruce A. Blomstrom '59
 Lisa C. Egbonu-Davis '79
 David A. Dobos '77
 Wilhelmina Fader '85
 Matthew R. Haggerty '83
 William M. Layson '56
 Sandra W. Morgan GM'83
 Ramon I. San Pedro '86
 R. Robert Wickham '93

NSC named the following alumni to MIT and Association positions for the year beginning July 1, 2005 (FY2006):

Alumni nominees to the MIT Corporation for five-year terms:

Robert L. Blumberg '64
Linda C. Sharpe '69
Kenneth Wang '71

Association president, FY2006:

Scott P. Marks, Jr. '68

Association president-select to serve as president, FY2007:

Martin Y. Tang GM'72

Association vice presidents for two-year terms:

Lois J. Champy AR'71
R. Gregory Turner '74

Association district directors for two-year terms:

District director #6: Mark R. Epstein '63
District director #7: Frank T. Hulswit '49
District director #8: Robert J. Lepkowski '76
District director #9: Lissa A. Martinez '76
District director #10: John Paul Isaacson '69

Association young alumni representative for two-year term:

Dedric A. Carter '99

National Boards and Committees

In FY2005, more than 100 volunteers served as members of Association national boards and committees, including the Alumni Association Board of Directors, chaired by President Linda C. Sharpe '69. Other board committees were led by the following volunteers: Thomas C. Davis '84, Alumni Fund Board; Robert L. Blumberg '64, Audit and Budget Committee; Paul E. Gray '54, Awards Committee; Brit d'Arbeloff ME'61, Committee on Nominations to Corporation Visiting Committees; Joseph G. Hadzima, Jr. '73, Enterprise Forum Board; Douglas Vincent '89, Technology Day Committee.

Three ad hoc committees also served the Board of Directors during the year: the Committee on Research Involving Alumni Subjects, chaired by David A. Dobos '77; the Board Representation Strategic Review Committee, chaired by Jeffrey M. Weissman '69; and the Committee on Survey and Demographic Analysis Strategy, chaired by Mark Y.D. Wang '87.

Association Volunteer Awards

At the Alumni Leadership Conference luncheon, Association president Linda Sharpe '69 presented Association awards to 21 individuals and five alumni groups recognizing their dedicated service to MIT. These volunteers and alumni groups were recognized for their

distinguished service to MIT and the Association. The awards had been recommended by the Awards Committee and voted by the Board of Directors at the June 2004 meeting.

Bronze Beaver Award

John A. McGann '54
 Gregory E. Moore '73
 Charles M. Vest HM
 Rebecca M. Vest HM

Henry B. Kane '24 Award

Wendell E. Bearce '32
 Reynold A. Grammer Jr. '45
 Yevgeny Gurevich '94
 James A. Monk Jr. '64
 Jared J. Safirstein '57

Harold E. Lobdell '17 Distinguished Service Award

Nicolas Elie Chammas CE'87
 William B. Maley '48
 Sharon C. Ross '65
 Robert D. Warshawer '54
 Annalisa L. Weigel '94
 Yenwith K. Whitney '49
 R. Robert Wickham '93

George B. Morgan '20 Award

Victor K. Chung '61
 Donald R. Findlay '79
 Joseph G. Kubit '70
 Elaine A. Martel '83
 Peter H. Richardson '48

Presidential Citation Award

MIT Class of 1963 40th Reunion Gift Committee
 MIT Class of 1978 25th Reunion Gift Committee
 MIT Club of New York
 MIT Puerto Rican Alumni Reunion
 MIT Club of Southeast Michigan and MIT Alliance of Michigan Urban Renewal Symposium

The Volunteer Honor Roll of Service was launched in FY2004 to recognize alumni, parents, widows, spouses, faculty, friends, or current students for exemplary volunteer service performed within the current year. As of June 30, 2005, a total of 39 alumni and friends of MIT have been named to the Honor Roll of Service. Their names are posted on the Association website.

Communications

The communications strategy is to be the gateway to the Institute for alumni and to be the primary vehicle for the Institute to communicate with alumni.

During FY2005, the team focused on strengthening communications with alumni. Our most visible communications vehicle with alumni is *Technology Review*, published by the independent Technology Review Incorporated. Mid-year, *Technology Review* was redesigned and the MIT News section was much improved. For each issue starting in January 2005, we contributed two pages of the MIT News section (named the Alumni Connection) of the magazine as well as four to six profiles within Class and Course Notes sections. We used these pages to celebrate the diversity of the alumni body, help alumni learn more about each other, and highlight the programs and services of the Alumni Association. The Class and Course Notes sections have improved with the addition of photographs and some in-depth profiles of several alumni in each issue.

In FY2005, the communications department completed over 200 projects encompassing the Alumni Association Annual Report, posters, program books, brochures, postcards, and logos. This was the first year the Alumni Association Annual Report was designed and produced in house. We were able to produce a four-color report, perfect bound with magazine quality paper, saving \$13,822 over FY2004 costs.

In FY2005, we sent the monthly e-newsletters Tech Connection to approximately 72,000 alumni and eAVC to approximately 7,000 volunteers. Deliverability increased, though open and click-through rates declined. Samples of high click-through rate stories are MIT research updates, early admission statistics, and MIT OpenCourseWare offerings. These efforts helped drive alumni to the Association website, generating 6,221,432 page hits.

The team wrote nine Association-related stories for *Tech Talk* in FY2005 and the MIT homepage spotlighted Alumni Association material 19 times during the year. We worked closely with Resource Development to craft fundraising messages and jointly manage the Giving to MIT website.

Web-based Systems

The Web-based System (WBS) staff, formerly Alumni Network Services, collaborated with teams throughout the Association to produce many projects in FY2005. The highlights follow:

- Alumni Site Builder was built and launched. It is a new volunteer tool that allows alumni groups (clubs, classes, affinity groups, FSILG alumni, and Enterprise Forum chapters) to create and maintain their own websites without knowing HTML.
- Email Forwarding for Life (EFL) is our core alumni service. In November 2004, MIT's Information Services and Technology Department assisted the Association in introducing SpamAssassin, an industry-leading technology to block EFL spam emails. We saw immediate results. The month before we introduced

- SpamAssassin we forwarded 79 million emails and the month following, 15 million. We acquired additional servers to increase the speed of email delivery.
- Alumni Association partnered with Resource Development to launch the new Giving site in May 2005. The WBS team provided technical guidance throughout the project. The team implemented the core services for the new site: a new giving form with real-time credit card transaction capability, fund name and fund code search functions, web page visit tracking module integration, and a webpage content source control subsystem.
 - SmarTrans, the online events management tool designed by the Alumni Association, was enhanced in FY2005. This enabled new classes, FSILG groups, and smaller Enterprise Forum chapters to use the SmarTrans product. This year, we also added two campus users—the Deshpande Center for Technological Innovation and MIT Entrepreneurship Center. By the end of the year, 86 clubs, classes, affinity groups, and internal Association planning teams had been trained in its use.
 - In September 2004, we hired a top security firm in the US, to complete a three-day web security training seminar for the WBS group. In FY2006, we will bring in a security team from Symantec to complete a full-scale security review of our database and online services to ensure the security and privacy of data and alumni.

Budget Summary and Personnel Update

In FY2005, the Institute provided general budget funds of \$6.7 million for Association programs. This was supplemented by \$928,000 in Association credit card royalties and \$369,000 in program revenue. The full general budget for the Association also included an additional \$1.7 million allocated for subscriptions to *Technology Review* magazine.

The Association's total headcount was 81. Eleven people left the Association, seven were hired, two positions were vacant, two positions were placed on hold, and no promotions were awarded.

In July 2004, the individual award recipient of the Association's FY2004 Joseph S. Collins HM Infinite Mile Award was Mark H. Jacobs; the Data Integrity Group (Kimberly B. Balkus, Patricia D. McKenzie, Helena M. Sebastian, and Landon W.S. Wong) received the team award.

Mark H. Jacobs also received the 2005 Steven Wade Neiterman Award, which is presented annually to one or two individuals working anywhere at MIT in an information technology capacity.

Elizabeth A. Garvin HM
Executive Vice President and Chief Executive Officer

More information about the MIT Alumni Association can be found online at <http://alum.mit.edu/>.