

Vice President and Secretary of the Corporation

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

This report marks my final year as vice president and secretary of the Corporation and the conclusion of 41 years of service to the Institute. It has been an extraordinary privilege to be part of this university, an institution that keeps reinventing itself to meet its original purpose “to serve the times and the nation’s needs.” It has changed dramatically in the past four decades, in terms of its campus, its demographics, and its intellectual map.

But some things don’t change:

- It is always interesting, in every dimension. There is tremendous energy here, and I have learned something new every day.
- There is a fundamental integrity that underscores all that we do.
- We do serious work, but we don’t take ourselves too seriously. There is a lack of pretension here that is pretty unusual, and very special.
- MIT is a meritocracy in the best sense. We take people for who they are and what they can accomplish. What counts is excellence, in every dimension.
- MIT truly does make a difference in the world, a profound difference, and it has been a source of deep fulfillment to be part of that tradition.
- MIT is filled with extraordinary people, in every capacity—faculty, staff, students, alumni, and trustees. Their talents and the values they embody make MIT what it is: the finest research university in the world.

The staff in Public Relations Services, the Vice President’s Office, and the Office of the Secretary exemplifies these qualities, and its members’ achievements and contributions over this past year demonstrate what an exceptional group it is. From innovations in publishing and communications to the creation of extraordinary community events to taking on additional major responsibilities, nothing was business as usual. Except that for this group of colleagues going the extra mile—the infinite mile—*is* business as usual. No one could have been more fortunate than I have been to have had such wonderful friends and colleagues to work with, or to have been part of such a remarkable institution.

Kathryn A. Willmore
Vice President and Secretary of the Corporation

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.

Conference Services, Events, and Information Center

The mission of the center is to meet the information needs of the MIT community, visitors to 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 777 departmental events and 237 Lobby 7 kiosk registrations. In addition, the staff provided training sessions for users of the online events calendar. Information Center staff also distributed more than 51,000 pamphlets, brochures, maps, guides and catalogues; answered and redirected thousands of telephone and in-person inquires; and served as a clearinghouse for mail addressed simply to MIT. Kathleen Barrett, Joseph Coen, and Lee Corbett staff the center; Marie Seamon continues to staff the Stata Information Desk.

Terri Nash trained 69 guides who conducted tours for 26,284 visitors, of whom 13,138 were prospective students, and 2,462 were international visitors. The tour guide captain was Iliana Jaatmaa. In addition, Ms. Nash coordinated visits for 611 short-term visitors.

The director managed the logistics of the dedication of the Brain and Cognitive Sciences Complex in December and community celebrations in recognition of the retirements of Laura Avakian, Allan S. Bufferd, John C. Crowley, Barbara G. Stowe, and Kathryn A. Willmore. The staff of the center supported the Killian Award Lecture in March as well as 150 presentations by companies recruiting on campus under the auspices of the Career Services Office.

Commencement activities began on Thursday, June 8, with the Hooding Ceremony for 450 doctoral degree recipients. Chancellor Phillip L. Clay presided over this year's ceremony. The 140th Commencement Exercises were held on Friday, June 9, and featured an address by Dr. Ben S. Bernanke, chairman of the Board of Governors of the Federal Reserve System, before 2,200 degree recipients and 10,000 families, alumni, and guests.

Community Services

The Community Services Office (CSO) is charged with enhancing work and life for MIT faculty, staff, and students on campus, at Lincoln Laboratory, and at other affiliate locations. The CSO directed a variety of programs this year, including the MIT Quarter Century Club, MIT Activities Committee (MITAC), MIT Community Giving Campaign, and the Association of MIT Retirees. In response to the aftermath of Hurricane Katrina, the CSO coordinated the MIT-wide symposia Big Questions after Big Hurricanes. In addition, the CSO took a logistical role in planning and producing the MIT Energy Forum: Taking on the Challenge.

Responding to increased activity and events in the CSO, there were a number of staff changes in fiscal year 2006. Traci Swartz was promoted to senior administrative assistant/senior program planner, and a new full-time position (administrative assistant I) was added for MITAC. Margaret Loughlin was hired for that post.

MITAC, with assistance and leadership from Lincoln Laboratory coconvenor Karen Shaw and campus coconvenor Emmi Snyder, responded to an increased demand for MITAC services. MITAC organized more than 200 cultural and recreational events for more than 10,000 participants, and sold more than 34,400 tickets for special events. MITAC's total revenue for the year exceeded \$485,700, a sales increase of approximately 35 percent over 2005.

Highlights of the MITAC program included the Pirates' Ball, a new and very successful event for the MIT community that was attended by nearly 400 adults and children; a web-based Red Sox lottery that sold more than 2,000 Red Sox tickets; numerous campus noontime talks, walking tours, and lectures; and increased cultural and recreational offerings for the MIT community. In addition, the MITAC email list has grown by more than 30 percent, and more than 3,000 people now subscribe. More than 6,000 customers are now logged into the MITAC database, an increase of 35 percent. The MITAC organization remains solid, with 19 committee members from various areas of the Institute, plus six CSO staff members.

The CSO managed the MIT Community Giving Campaign and served as the conduit among the MIT community and the Office of the President, the campaign chair and the steering committee, as well as the MIT Community Service Fund, the United Way of Massachusetts Bay, and other nonprofit health and human service organizations. This year the campaign launched an online giving option, which 23 percent of donors used to make their contributions. The CSO hosted an orientation fair for department representatives, a crafts fair, two book sales, and a clothing drive; developed communications; and trained and advised 120 department representatives. The office collaborated with Lincoln Laboratory, which coordinated several fundraisers throughout the year. Professor Robert P. Redwine served as campaign chair. The 2005 Community Giving Campaign raised \$371,930 (United Way of Massachusetts Bay, \$245,461; MIT Community Service Fund, \$100,000; and Other Charities Program, \$26,930), with 975 employees and retirees participating.

The Association of MIT Retirees served over 900 registered members and coordinated numerous events and activities during the year. Members and guests enjoyed day trips; tours of Greater Boston; six regional lunches; its fourth annual all-association get-together at Endicott House with 75 attendees; and a seminar on Social Security and Medicare. The association collaborated with the Lincoln Laboratory administration and co-sponsored a picnic for association members and Lincoln Lab retirees; nearly 300 retirees and guests attended. The association also launched its website, a series of ongoing workshops (on photography, gardening, woodworking, cooking, creative writing, and computers), collaborated with the MIT Club in promoting its lecture series, and published a quarterly newsletter. The association instituted an organizational leadership structure in which retirees Robert Blake, Richard Dolbec, and E. Jane Griffin served as cochairs together with a volunteer advisory committee of 16 other retirees. Officers of the association, along with representatives of retiree groups from Boston University, Boston College, and Harvard University, worked together on the Boston Area College and University Retiree Associations, an organization that addresses more broadly the needs and concerns of retirees from institutions of higher education in the Greater Boston area.

Conference Services

The Conference Services staff manages the logistical coordination and registration services for conferences and meetings sponsored by MIT faculty and staff. In fiscal year 2005, the office coordinated the logistics of more than 40 events that brought more than 10,000 guests to campus. The office worked with the Department of Linguistics during the summer of 2005 to run a six-week Linguistics Society of America Summer Institute, which brought nearly 800 people to the MIT campus. Hundreds of these individuals lived in MIT residence halls. Conference Services researched and implemented a registration process that enabled participants to register for the more than 100 courses that were offered. We also provided transcripts to those who completed session course work. The summer institute schedule included many lectures, forums, and social events, the logistics of which were supported by Conference Services.

The office again offered logistical support to the MIT Vendor Fair, the Senior Congressional Staff Seminar, and five conferences for the Industrial Liaison Program. The staff includes Cathi Levine, manager of Conference Services; Eva Cabone; Nora McGunnigle; Diana Lambrenos; and Nicole Silva, who joined the staff in December. Jeannie Lauricella continues to provide support throughout all offices of the center.

Gayle M. Gallagher **Director**

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

MIT Home Page Team

Responsible for the official MIT website at <http://web.mit.edu/>, the MIT Home Page Team contributes to the Institute's overall communications agenda and provides leadership in MIT's strategic use of the web. This year the team continued to publish MIT's top-level pages with frequently changing spotlights, designed and implemented key spotlights to communicate cancer research and energy issues, continued to manage the Google search engine for MIT's 1 million web pages, and continued to support special communications projects at MIT. The Home Page Team has a joint reporting relationship to Information Services and Technology and to Public Relations Services, reflecting the importance of the web to MIT both as a technology and as a communications medium.

Strategic Communications

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. Suzana Lisanti is a member of, and made several presentations to, the Communications Operating Group (COG) and Information Group on new topics in web communications. Team members work closely with MIT's senior officers and the News Office on upcoming stories and features, as well as emergency communications. The Home Page Team created a series of websites for Institute communication initiatives, and facilitated "campaign-style" collaboration among Institute publishers to promote Institute priorities such as cancer research and energy.

Published Spotlights

The witty and thought-provoking headlines and images of the home page spotlights continue to receive praise inside and outside MIT. With the goal of promoting MIT, the number of spotlights increased to 25 each day on the MIT home pages and the events calendar, more than 1,000 spotlights this past year. The home page navigation continues to evolve to meet the changing needs of the community. The team also answered more than 5,000 questions about the Institute that were submitted via the home page.

Institute Online 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 Lobby 7 Information Kiosk and the Google search engine.

Special Websites

The Home Page Team created individual web sites for MIT's senior officers, interlinked with MIT's organization chart (<http://mit.edu/orgchart/>). The team continues to publish MIT's Emergency website (<http://mit.edu/emergency/>), creating a common framework that promotes the MIT identity on the web.

Audio and Video Podcasting

Consistent with its strategic and cultural values, MIT continues to explore paths to disseminate its knowledge to the world. MIT's academic and research content are produced using a variety of media and are made available through numerous distribution channels. In this past year, the Home Page Team consulted to Academic Media Production Services (AMPS) and the News Office on the use of audio and video to be distributed via the web, including the podcasting magazine ZigZag (<http://mit.edu/zigzag/>), produced by AMPS. The team is also part of the iTunesU pilot project. This is a new project in which Apple works with selected universities to distribute university audio and video lectures, podcasts, as well as more traditional documents.

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

Suzana Lisanti

Senior Web Strategist and Publisher, MIT Home Page

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

News Office

The News Office led media initiatives for several major Institute activities during 2005–2006, including MIT's efforts to aid in rebuilding the Gulf Coast following Hurricane Katrina; the opening of the new Brain and Cognitive Sciences Complex; and the rollout of MIT's energy initiative.

In addition, the office undertook overall media strategy and outreach for President Hockfield, facilitating major meetings at the *New York Times*, *Wall Street Journal*, *Washington Post*, and *Boston Globe*.

The office's annual advance planning in anticipation of a Nobel Prize paid off in October when Professor Richard R. Schrock won the Nobel Prize in chemistry. Throughout the year, the News Office handled media campaigns for a variety of Institute centers, programs, and initiatives, including the Computer Science and Artificial Intelligence Laboratory/Nokia Research Center, the Global Enterprise for Micro-mechanics and Molecular Medicine program, the Center for Biomedical Innovation, the Center for Real Estate, and the Pell Grant announcement. The office also handled scores of other announcements and articles about the Institute and its activities, from students building a better wheelchair to far-reaching research stories on alternative sources of energy and the workings of the brain.

The addition of Pamela Dumas Serfes as interim director in December re-energized the News Office and began a boost in productivity. Working with senior administrators and with COG, the interim director aligned top News Office priorities and resources with the Institute's goals. Initiatives included formalizing the organizational structure of the office, providing much-needed equipment, augmenting the writing and editing team with freelance writers and production help, and bringing in additional public relations support.

The interim director furthered the ongoing effort to coordinate the publishing and public relations efforts of the News Office for maximum impact in the outside press. The News Office gained visibility around the Institute and took its first steps into the new medium of podcasting.

Publishing

News manager Kathryn M. O'Neill streamlined the process of assigning, scheduling, editing, publishing, and publicizing stories. She adapted a scheduling database and restructured editorial meetings to bring web, print, and public relations activities into one process.

The MIT News Office website published 963 stories this year—163 categorized as hard research stories, 806 designated as campus stories, and some categorized as both. Many of these stories also appeared in *Tech Talk*, which published 30 issues and featured special coverage of the Nobel Prize, the Brain and Cognitive Sciences Complex opening, the MIT Energy Forum, and Commencement. The special Institute Awards pullout section in June was also expanded to 12 pages this year.

The MIT News website, under the direction of web editor Lisa Damtoft, continues its ascendancy as the primary publication of the News Office, with average page views of well over 250,000 a month—which for a year totals more than 3.4 million views. Individual stories published this year have had views in the thousands, with one receiving more than 38,000 hits in one month.

Since the announcement of the establishment of the Energy Research Council on June 8, 2005, the News Office has published 57 stories about energy research, lectures, and initiatives. To focus attention on the subject, the office created a new energy topic web page and a comprehensive energy experts list for use by the news media.

A new web page was also added to highlight cancer research news and additional experts lists were made available online for the media on such topical issues as hurricanes and the rebuilding of cities (in the aftermath of Hurricane Katrina).

Hundreds of News Office stories were featured on the MIT home page as part of the ongoing collaboration between the News Office and the Home Page Team. For select stories (i.e., seeing machine, restoring vision in rodents), the two offices synchronized publication on the home page with publication in the news media to maximize visibility.

In the spring, the News Office began an ongoing effort to write and promote more research stories. To that end, assistant director for science and engineering news Elizabeth Thomson took on additional duties managing freelance writers of research stories. Also, outside production help was added to permit editorial and production assistant Anne Trafton to contribute science stories in addition to her other duties. The number of research stories in February alone was almost three times that of February 2005.

The News Office and Home Page Team hosted two visits from our colleagues at Harvard and Cornell, who were eager to learn about our web publishing processes. In addition, representatives from the University of Cambridge and the Tokyo Institute of Technology sought to learn best practices from us.

Media Relations

The News Office worked this year to develop a more coordinated and focused approach to proactive public relations and media outreach. The results were immediately visible: the number of major articles about MIT in the national and international press increased dramatically this spring.

In addition, the office put systems in place for tracking public relations efforts in sync with the editorial team, and for maximizing contacts with the news media.

Under the leadership of senior communications officer Patti Richards, the office orchestrated major communications rollouts of MIT's energy and cancer initiatives. The media outreach for the release of the Energy Research Council's report alone drew the attention of journalists from more than a dozen major publications, including the *New York Times*, *Scientific American*, *Popular Science*, *BusinessWeek*, and Reuters.

Under the direction of Ms. Thomson, the News Office also expanded its efforts to promote MIT research, producing more than 100 press releases on MIT science and engineering research, resulting in significant media coverage around the world. Several of these generated more than 100 stories each in media ranging from the *New York Times* to *Wiedza i Zycie* (a Polish science magazine), and National Public Radio.

The office coordinated many radio and TV interviews with MIT faculty members from MIT's on-campus studio and worked with AMPS to produce 30-minute video news releases on two particularly visual research stories.

Issues Management

The post of senior communications officer and science writer, new in the spring of 2005, was undertaken by Denise Brehm, who assumed the role of coordinating the Institute's response to media inquiries on critical issues and serving as Institute spokesperson during this year.

The new structure helped ensure a coordinated response to issues that arose, particularly by drawing together colleagues from across the Institute to address critical issues. The effectiveness of the News Office was enhanced by strengthening relations with members of the staff and administration throughout the Institute and by making sure that the entire News Office staff was informed about critical or high priority issues.

Issues management was further enhanced by the documentation of the procedures for emergency call duty. Additionally, a detailed spreadsheet was created to document use-of-name requests and key contacts. This information should continue to benefit the Institute, although the handling of use-of-name requests was transferred to the Technology Licensing Office on June 5, 2006, to provide the News Office additional time to focus on enhancing visibility for MIT.

Personnel

Two new support staff members, Anne Trafton (editorial and production assistant) and Heather Manning (communications assistant), were integrated into the group in 2005–2006. With the additional help, the News Office undertook the task of archiving years of News Office images, adding caption information going back five years and transferring the entire archive to a new photo database that will soon be accessible to all.

In the spring, the News Office's efforts were bolstered by the use of nine freelance writers, communications consultant Kristen M. Collins of KMC Partners (formerly a communications officer in the News Office), and temporary newspaper production and support staff. Also, Marsha Sanders, previously with the Office of the Provost, signed on as a consultant for the development of a web-based faculty experts guide and other communications tools for use by the office.

Other staff members during 2005–2006 included Sasha Brown (reporter/writer), Donna M. Coveney (assistant director/photojournalist), Myles P. Crowley (operations and financial administrator), Lisa Damtoft (web editor), Roger Donaghy (computer and web assistant), Patricia M. Foley (administrative assistant), Mary Anne Hansen (administrative assistant), Elizabeth A. Thomson (assistant director for science and engineering news), and Sarah H. Wright (senior writer).

During the spring, two staff members—Denise Brehm and Kathryn M. O'Neill—announced their plans to leave the office in the summer to pursue other professional interests.

Kathryn A. Willmore, Vice President and Secretary of the Corporation
Pamela Dumas Serfes, Interim Director

More information about the News Office can be found 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.

Publishing Projects

PSB coordinated more than 1,000 jobs, assisting MIT academic and administrative offices with publication planning and vendor selection, as well as with advice on design, production, printing, and web publishing. Another 719 jobs were handled through the electronic catalog (ECAT) online business paper ordering system, freeing PSB advisors to assist MIT offices with more complex publishing projects. PSB continued its partnership with Information Services and Technology's (IS&T) Web Communications Services, assisting MIT publishers in planning 73 electronic publishing projects this year. PSB clients purchased \$1.3 million in print services in fiscal year 2006, with an additional \$1.8 million channeled directly to MIT/PSB preferred print partners. PSB also managed \$1.1 million in creative services for the development of departmental publications, including program brochures, websites, invitation packages, and event posters.

PSB procurement staff processed, facilitated, and advised on the issuance of purchase orders and contracts for \$30 million in creative, print, and web services on behalf of MIT publishers.

The following are a few examples of projects PSB worked on with MIT offices:

- Coordinated the design, development, and production of materials to publicize the MIT Energy Forum (May 3, 2006) in coordination with the MIT News Office and Conference Services. The campaign, developed and completed in three weeks, included posters, invitations to press and community, Infinite Corridor projection screen ads, ads in *Tech Talk* and the *Tech*, MIT home page spotlight, and overnight printing of the Energy Research Council report, which was distributed at the event and posted online.
- Worked with the MIT Police, the Undergraduate Association, and the Graduate Student Council to develop a poster series to build awareness of and influence behavior regarding such issues as substance abuse, theft, and hate crimes, directing students to resources. Located a designer and writer team to develop the creative concept and coordinated the development of the posters.
- Worked with the Educational Studies Program student group to develop a strategic communications plan centering on a redesign of their website (<http://esp.mit.edu/>); conducted a brainstorming session to develop a series of messages for the web, posters, T-shirts, and other communications; and coordinated usability reviews, recommending the development direction based on findings.
- Designed and developed the new Controller's Accounting Office (CAO) website (<http://controllers.mit.edu/>) using the eZ Publish content management system, convening the offices within CAO to inform more effective site structure and navigation based on the needs of visitors to the site. Created a content management workflow and trained staff in use of the system, which enables authorized staff to update content easily without the

services of a graphic designer or programmer, while maintaining a consistent look and feel.

- Identified a digital print solution for quick-turn, low-quantity production of pocket folders. Negotiated a price grid with the printer, resulting in an average print savings of 20 percent per order. The biggest savings is in production time, which is reduced from an average turnaround of three weeks to three days.
- Provided a copy of the PSB Project Management System to the Alumni Association to enhance their work processes and analysis of communications projects. This FileMaker database is a management tool developed by PSB. It captures all critical information pertaining to the development of communications projects, including client and vendor profiles, job specifications, financial data, milestones, and team communications.

Preferred Print Vendor Program—MIT Purchasing Initiative

In the second year of the program to improve print purchasing at MIT, PSB unveiled 11 preferred print vendors to the community, along with tools to aid in efficient print buying.

In fiscal year 2005, PSB conducted an extensive evaluation of offset and digital print buying as part of the MIT Purchasing Initiative, sponsored by the Procurement Department. The initiative's main objective is to investigate the purchase of goods and services throughout the Institute and suggest how to improve the total acquisition cost. Strategies were devised to improve processes and reduce prices, including driving existing print spending to fewer print vendors, identifying and qualifying a set of preferred printers, and engaging and educating the MIT community in effective and value-oriented buying.

Following the May 2005 endorsement by the steering committee of 11 qualified printers (reduced from 240 printers serving the MIT community), PSB established systems to manage the partnerships and launched a campaign to educate the community about the program. Vendors were chosen for their commitment to quality, skillful problem solving, competitive pricing, and investment in emerging technologies.

Vendor Management

- The print team developed service agreements for the 11 printers, setting expectations for service and competitive pricing.
- The team established a program to monitor vendor performance and client satisfaction, including monthly reports from the vendors and review of printed samples. In the year ahead, we will initiate quarterly review meetings with the vendors to explore opportunities in response to MIT needs and advances in the industry.
- Print buyers across campus share their experiences with PSB through feedback cards shipped with all deliveries. In the year ahead, we will conduct a survey to gauge progress, comparing the data to a survey conducted during the project's discovery phase.
- Vendors attended in-depth training on MIT graphic identity standards, enabling them to educate print buyers on appropriate use of the identity.

Print-buying Tools and Outreach

- PSB held a print vendor fair that attracted more than 125 members of the MIT print-buying community as well as MIT graphic design vendors, giving all the opportunity to meet the print vendor staff, review samples, learn about areas of expertise, and explore options for upcoming projects.
- PSB designed and developed the SmartBuy website (<http://web.mit.edu/smartbuy/>) for the Purchasing Initiative program, connecting campus buyers to recommended vendors for everything from printing to furniture to catering services. The print vendor section of the site educates buyers in the capabilities of each printer, enabling selection of the most qualified and cost-effective vendor.
- Articles in *Tech Talk*, the *Faculty Newsletter*, and the *IS&T* newsletter built awareness of the program on campus, as did presentations to communications groups.
- PSB developed an online print specification form and conducted two QuickStart sessions on its use. The form allows novices and experienced print buyers to communicate more clearly with printers, streamline the bidding process, and receive more accurate estimates.

Analysis of MIT print spending over the past year shows a migration of work to the preferred vendors. The total number of printers serving the MIT community decreased from 240 to 128. The 10 external preferred printers captured 69 percent of the total print spending within the scope of the initiative, a 32 percent increase in market share from fiscal year 2004 (prior to the start of the program). With an average cost savings of 10 percent to 20 percent, this translates into \$134,000–\$268,000 in savings for MIT offices on the work migrated to the preferred vendors. Print buyers on campus have expressed appreciation for the qualified list of vendors, which eliminates the need for each MIT office to commit time and resources to locating and qualifying print vendors, easing the process for both experienced and novice buyers.

In the year ahead, PSB will continue to monitor printer quality and service and identify opportunities for PSB to reach out to offices that might benefit from a comprehensive evaluation of their communications programs. Based on analysis of the data gathered through this program, we will seek opportunities to negotiate grid pricing for commonly purchased items.

Publishing Seminars

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

- Brand-building Communications, a seminar presented by Roger Sametz of Sametz Blackstone Associates, a Boston-based strategic communications firm. The focus was on the importance of a consistent approach to communications across media and leveraging the MIT identity.
- Blogs, Wikis, RSS, and Podcasts, an audio seminar. After the seminar, staff from Web Communications Services talked about the technologies currently in use at MIT and described what is in development.

- Writing for the Web, an audio seminar.
- Measuring Communications Effectiveness, an audio seminar.

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

Publishing Tools

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

The ECAT online business paper ordering system, developed and managed by PSB, received 719 orders for items such as business cards, letterhead, and envelopes—a 32 percent increase in orders in the third full year of the program. The ECAT system affords significant savings in print costs (between 20 percent and 60 percent per item) and in staff time. An invitation package was added this year. In the year ahead, we will explore the development of a student business card ordering site and conduct a review of online ordering systems and technologies. Comments from MIT staff express great satisfaction with the ease and convenience of online ordering and quick delivery.

PSB developed and manages the MIT graphic identity program, supported by a robust online style guide site from which staff can access electronic logo files and guidelines for use, in addition to word processing templates for MIT letterhead and envelopes. Enhancements this year included the addition of templates for video podcast slates. In the year ahead, we will implement improved site navigation, as well as updated and more versatile PowerPoint templates.

PSB has developed and maintained a library of MIT images available for use in MIT print and electronic communications. This year, the library expanded to include aerial photography of the MIT campus, as well as student activity images from the Independent Activities Period. In the year ahead, PSB will continue to explore digital asset management systems in collaboration with IS&T and will seek out opportunities to expand the collection of images according to publishers' needs.

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

Personnel

PSB did not experience any changes in staff this year.

Monica Lee
Director

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

Reference Publications Office

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

In the 2005–2006 academic year, a commitment to represent MIT's senior administration accurately—and to make this information easily accessible—led to the redesign of the MIT Organization Chart website. This project was undertaken in partnership with the MIT Home Page Team, which took the lead in the creation of complementary websites for the Institute's senior officers. Developmental work occupied the fall and winter, and a phased rollout of the new organization chart website began in February, to reflect recent changes in MIT's administrative organization. Work on the senior officer sites continued through the spring term, aiming for a June launch of the new identity. Further changes in the Institute's administrative organization were announced, however, as the target date passed, and the launch of the new sites was rescheduled for July to coincide with the beginning of a new academic year and administrative team.

Also new in 2006–2006 was the beginning of a multiyear initiative to enhance user access to the information contained in MIT's course catalogue and annual reports. The initiative began with a simple question—after full-text search, what's next? To explore this question, RPO engaged a metadata specialist from the MIT Libraries to examine its electronic publications and advise on the available options for enhancing their searchability. Key staff from Institutional Research, the Institute Archives, and the Publishing Services Bureau participated in these meetings.

Developmental work on RPO's content management system, called Engenda, continued in 2005–2006 with efforts to streamline its administrative controls, making the online updating of MIT's Bluepages, or office directory, considerably more efficient. A planned expansion of Engenda to include parts of the *MIT Bulletin* was delayed again, however, pending completion of a scheduled system upgrade by Red Bridge, the system vendor. The Engenda upgrade, when it is finally installed, will provide WYSIWYG (what you see is what you get) editing of web pages, allowing appropriate parts of the course catalogue to be updated online. In addition, it will give office and departmental representatives the option of using Internet Explorer as a supported web browser.

A concern for future budgeting emerged this year with a reconsideration by the US Postal Service of MIT's second-class mailing permit, which has allowed issues of the *MIT Bulletin* to be mailed at the periodical mailing rate for many years. The question arose because of the migration of many academic publications from print to the web in recent years, and the decision regarding the permit's validity will likely depend on whether solely electronic publications can be considered issues of a "periodical." At the end of the academic year, the outcome was still pending.

Also pending at the end of the year was the final publication date of MIT's *Reports to the President* for 2004–2005. Owing to the late submission of some of the reports, the publication of this collection was atypically incremental. Most of the reports were published online in early May, and several more were added a month later, leaving only two reports still delinquent at the

end of June. At that time, it appeared likely that the CD edition, tentatively scheduled for August, would not contain the missing reports.

Personnel

There were no staffing changes within RPO during 2005–2006, a welcome period of consolidation, as well as a deepening, of office knowledge, talent, and direction. Externally, RPO staff worked harmoniously with colleagues in the Registrar’s Office, the Office of Academic Services, the MIT Home Page Team, the Publishing Services Bureau, and the Office of the President; and, at the end of the year, bade a fond farewell to Kathryn Willmore, a rare, insightful, and esteemed department head.

Looking Ahead

Looking forward, RPO’s goals for 2006–2007 include further development of its content management system, focusing on the integration of the *MIT Bulletin* into Engenda; continued attention to improving the editorial quality of MIT’s annual reports; and exploratory efforts to enhance the metadata attached to RPO’s electronic publications.

Stuart Kiang
Director

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

Office of the Secretary of the Corporation

The secretary of the Corporation is one of the Institute’s four corporate officers, with responsibility for administering the operations of the Corporation, MIT’s board of trustees, including membership and standing committees, and, through the Office of the Secretary of the Corporation, quarterly meetings of the board and 30 Corporation visiting committees that conduct biennial reviews of the Institute’s academic and research programs. The secretary of the Corporation 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 6, 2005, an orientation program was held in the Spofford Room for new members of the Corporation. In the evening, new members and their spouses and guests were joined by members of the Executive, Membership, and Auditing Committees for a reception and dinner.

Chairman of the Corporation Dana G. Mead convened the annual meeting on October 7, 2005, at which four new members, five reelected members, one new life members, and the 2005–2006 president of the Alumni Association, Scott P. Marks Jr., were introduced to the membership. The chairman also announced Allan S. Bufferd’s plans to retire as treasurer by the close of the academic year, after 34 years of service to MIT.

The Corporation approved the action of the president in the awarding of September degrees. As part of the report of the Membership Committee, the Corporation voted to approve the list of nominated members of the visiting committees and of the Corporation Joint Advisory Committee on Institute-wide Affairs (CJAC). President Susan Hockfield presented her report, and asked interim executive vice president Sherwin Greenblatt and Provost L. Rafael Reif to remark on their first several months in their respective positions in the senior administration. Professor Tyler E. Jacks, director of the Center for Cancer Research, spoke about the research, innovations, and challenges at the cancer center, and the need to garner support for a new facility to house the center's outstanding research and teaching faculty.

Visiting committee reports were presented for the departments of Brain and Cognitive Sciences, Chemical Engineering, and Economics, and for the Libraries. Members also heard reports presented by Allan S. Bufferd, treasurer, and A. Neil Pappalardo, chair of the Auditing Committee.

At the morning program for Corporation members' guests, hosted by Nancy Mead, the featured speaker was Candace L. Royer, director of Athletics, Physical Education, and Recreation. Following the meeting, Corporation members joined their guests at the Faculty Club for the Corporation luncheon, to which faculty members from the Center for Cancer Research and members of the Academic Council were invited.

Following the luncheon, the chairman convened a meeting of visiting committee chairs and other interested Corporation members to receive an update on the Institute's finances and other institutional issues relevant to visiting committee meeting agendas.

December Meeting

At the quarterly meeting on December 2, 2005, the Corporation voted to amend the Corporation bylaws to change the name of the Auditing Committee to the Audit Committee and to define new three- and five-year terms for its five members. The Corporation heard reports from chairman Dana G. Mead, chair of the Membership Committee; from Susan Hockfield, president; from Barbara G. Stowe, vice president for resource development; and from A. Neil Pappalardo, chair of the Audit Committee.

Richard R. Schrock, Fredrick G. Keyes professor of chemistry, presented a talk on the work for which he won the 2005 Nobel Prize in chemistry. The members of the Corporation voted Corporation resolutions in Professor Schrock's honor.

Visiting committee reports were presented for the Division of Student Life and for the departments of Aeronautics and Astronautics, Nuclear Science and Engineering, and Urban Studies and Planning.

At the meeting, President Hockfield announced Kathryn A. Willmore's decision to retire as vice president and secretary of the Corporation at the end of the academic year, after 41 years at the Institute.

At the conclusion of the meeting, Corporation members and their guests adjourned to a lunch at the Faculty Club, to which members of the Academic Council were invited. In conjunction with

the dedication of the new Brain and Cognitive Sciences Complex to be held later in the afternoon, Professor Mriganka Sur, head of the Department of Brain and Cognitive Sciences, presented an overview to acquaint the members with the extraordinary science that typifies the ongoing research at this new facility.

March Meeting

At the quarterly meeting on March 3, 2006, the Corporation elected Kirk D. Kolenbrander as secretary of the Corporation effective July 1, succeeding Kathryn A. Willmore. Dr. Kolenbrander also will serve as vice president for Institute affairs. The Corporation accepted memorial resolutions honoring life member emeritus and former chairman of the Corporation David S. Saxon, and life member emeritus Frank T. Cary, and approved the action of the president in the awarding of February degrees.

Following the report of the president, the Corporation heard remarks by William B. Bonvillian, the newly appointed director of federal relations, and a presentation on the Sloan School of Management from its dean, Richard Schmalensee.

Reports were presented by the chairs of the visiting committees for the Sloan School of Management, Humanities, the Whitaker College/Harvard-MIT Division of Health Sciences and Technology, and the Department of Earth, Atmospheric, and Planetary Sciences. Additional reports were presented by Corporation chair Dana G. Mead, chair of the Membership Committee; Scott P. Marks Jr., president of the MIT Alumni Association; and Linda C. Sharpe, chair of the CJAC.

The morning program for Corporation members' guests, hosted by Nancy Mead, featured a presentation by Professor Elazer Edelman, Thomas D. and Virginia W. Cabot professor of health sciences and technology in the Harvard-MIT Division of Health Sciences and Technology.

At the conclusion of 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. The MacVicar faculty fellows for 2006 were presented at the luncheon. Several Corporation members then attended the community event that marked MacVicar Day.

Commencement Meeting

The final quarterly meeting of the academic year was held on June 9, 2006, prior to Commencement exercises at which Dr. Ben S. Bernanke, MIT alumnus (PhD 1979) and chair of the Board of Governors of the Federal Reserve System, was the principal speaker. At the meeting members voted to approve the appointment of Ziner, Kennedy, and Lehan as auditors for the Institute's employee benefits plans, and to approve the action of the president in the awarding of June degrees.

Corporation members also voted to approve a number of changes in the bylaws of the Corporation, and to elect Sherwin Greenblatt executive vice president and treasurer of the Corporation. The active members of the Corporation unanimously elected 10 new term members (one of whom was introduced through a report from the chair of the Screening Committee to

nominate representatives from recent classes), and approved the appointment of members of the Executive, Development, Membership, and Audit committees, as well as the chairs of the Institute's 30 visiting committees.

The membership heard remarks transferring Richard P. Simmons to life member emeritus, and the presentation of certificates and the reading of Corporation resolutions honoring four term members whose terms of service end on June 30, and two *ex officio* members, Allan S. Bufferd and Kathryn A. Willmore, treasurer and secretary, respectively, who were attending their final Corporation meeting.

Members heard reports from the chairs of the visiting committees for the Dean for Undergraduate Education, the Department of Linguistics and Philosophy, and for Sponsored Research. The meeting concluded with the report of the president, after which 39 Corporation members marched in the academic procession to Killian Court for Commencement exercises. Richard P. Simmons (Class of 1953) served as Corporation marshal. A reception and luncheon followed at the Stratton Student Center for Corporation members, their guests, and officials and guests of the Commencement Committee.

Annals of Corporation Membership

Ex officio member completed service effective May 15, 2006—Allan S. Bufferd, treasurer

Ex officio member elected effective June 9, 2006—Sherwin Greenblatt, executive vice president and treasurer

Ex officio member completed service effective June 30, 2006—Kathryn A. Willmore, vice president and secretary of the Corporation

Ex officio member elected effective July 1, 2006—Kirk D. Kolenbrander, vice president for Institute affairs and secretary of the Corporation

Completed service effective June 30, 2006—Philip M. Condit, Homayoun Hatami, Hyun-A C. Park, Paul Rudovsky

Elected to a five-year term, effective July 1, 2006—David A. Berry, Thomas P. Gerrity, Mark P. Gorenberg, James A. Lash, Paul F. Levy, Scott P. Marks Jr., Megan J. Smith, Henri A. Termeer, and Marjorie M.T. Yang

Elected for four years to fill an unexpired term, effective July 1, 2006—Chiquita V. White

Ex officio member for a one-year term effective July 1, 2006—Martin Y. Tang, president of the MIT Alumni Association for 2006–2007

Transferred to life member emeritus—Richard P. Simmons (May 2006)

Deaths—David S. Saxon (December 8, 2005) and Frank T. Cary (January 1, 2006)

Corporation Committees

Advisory Committee on Shareholder Responsibility

At the request of the president, the Advisory Committee on Shareholder Responsibility (ACSR) was reconstituted in the spring of 2006, although the committee did not meet before the end of the academic year. The committee serves to advise the Executive Committee of the MIT Corporation on matters concerned with MIT's votes and other actions as a socially responsible owner of stocks in businesses and industries. The Office of the Treasurer monitors votes in accordance with guidelines previously established by the committee, and the treasurer is charged with requesting a convening of the committee if new issues arise during the year.

ACSR's members include trustees Alan G. Spoon (chair) and Barrie R. Zesiger; faculty members Richard K. Lester and James M. Poterba; administration members Ann J. Wolpert and Allan S. Bufferd (*ex officio*), serving at the request of Seth Alexander, president of the MIT Investment Management Company; and student representatives Andrew T. Lukmann, president of the Undergraduate Association, and Eric G. Weese, president of the Graduate Student Council. Presidents emeritus and former chairmen of the Corporation Howard W. Johnson and Paul E. Gray will serve as advisors to the committee.

Audit Committee

Meetings of the Audit Committee were held on October 5, 2005, March 1, 2006, and June 7, 2006. In attendance were the Audit Committee members, representatives from PricewaterhouseCoopers, personnel from the MIT Audit Division, various MIT financial staff members, and invited members of the MIT administration. The committee meets in executive session following each meeting with members of the MIT administration, and with the external and internal auditors. The committee chairman convenes a private session with the members of the committee prior to each meeting.

Committee members serving during the year were: A. Neil Pappalardo, chair, Norman E. Gaut, Scott P. Marks Jr., Hyun-A C. Park, and Paul Rudovsky.

The October meeting included a report from James L. Morgan, controller, and Martin J. Kelly, managing director, marketable securities, on the fiscal year 2005 financial statements and the Institute's gifts and investments. John Mattie of PricewaterhouseCoopers presented its report, which contained an unqualified opinion on the financial statements. Mr. Mattie also presented comments for Institute management addressing resource requirements in the Controller's Office; additional themes in the report included the valuations of private equities and pledges receivable and funding of the Institute's 401(k) plan. Deborah L. Fisher, Institute auditor, and Michael C. Bowers, associate audit director, reported on internal audit activities. Alice P. Gast, vice president for research and associate provost, and Patrick Fitzgerald, director of the Office of Sponsored Programs, reviewed the scope for and results thus far of efforts toward research administration compliance improvement. Reports on recent regulation and legislation were presented to the committee. Institute management initiated discussion regarding the rotation of Audit Committee members. The committee deferred a vote on management's recommendation to appoint the firm of PricewaterhouseCoopers as auditors for fiscal year 2006, subject to final negotiation of audit fees; approval was subsequently obtained.

The March meeting began with a quarterly report on financial results as of December 31, 2005. Ms. Fisher acknowledged that key stakeholders were asked to provide high-level action plans in response to management letter comments for ongoing monitoring. Paul Hanley, engagement partner from PricewaterhouseCoopers, presented its engagement scope for the examination of MIT's 2006 financial statements. Ms. Fisher delivered a summary report of the Audit Division's progress and results to date with respect to the 2005–2006 Audit Plan; Ms. Fisher and Professor Gast described the work undertaken to address hot topics related to research administration. A comprehensive update of management's initiative to improve research administration at MIT was presented. Reports on recent regulation and legislation were presented to the committee.

The June meeting included a presentation by Mr. Morgan of the financial results for the third fiscal quarter, a discussion of the Institute audit as of June 30, 2005 in accordance with OMB Circular A-133, and updates on other regulatory matters. Ms. Fisher presented the status of work in the Audit Division as well as the internal audit 2007 plan of work. Professor Gast and Ronald Hasseltine, assistant dean of the School of Science, provided an update on MIT's research administration improvement initiative. Mr. Morgan reported on go live readiness for the SAP payroll system, and Jamie Lewis Keith, senior counsel and managing director for environmental programs and risk management, commented on the Environment, Health, and Safety Management System third-party audit. Mr. Morgan discussed the recommendation for the appointment of external auditors for the Employee Retirement Income Security Act (ERISA) plans; the committee agreed to recommend the appointment of Ziner, Kennedy, and Lehan as external auditors for the Institute's ERISA plans.

Corporation Joint Advisory Committee on Institute-Wide Affairs

The Corporation Joint Advisory Committee on Institute-wide Affairs (CJAC), the only committee on campus comprised of student, faculty, and Corporation representatives, is a broadly representative group to which the Corporation can turn for consideration and advice on special Institute-wide matters requiring Corporation attention. CJAC provides a unique forum where faculty and students can offer their thoughts and analyses on a wide range of issues. The interchange among the members helps the presenters gain perspective in a very real way. In 2005–2006, CJAC meetings were held in conjunction with the quarterly meetings of the Corporation in October, December, and March.

Over the course of the 2005–2006 academic year, in the absence of a specific charge from the Corporation, discussions centered on graduate housing, and in particular the planning process for the recently announced new graduate residence hall; attitudes toward women students and the effects of the Institute experience on undergraduate women's self esteem; the pipeline for underrepresented minorities, especially African Americans, for the graduate student and faculty populations, and the actions MIT is taking or can take at all points along the pipeline; and graduate student and undergraduate student advising.

Following the October meeting, held at the Faculty Club, CJAC members were joined by members of the Corporation Screening Committee for Nomination of Recent Graduates and by other students for dinner and an explanation of the nomination and election process. Following the December and March meetings, which were held respectively at McCormick Hall and at the Sidney-Pacific graduate residence hall, additional Corporation members and local dormitory

residents joined the members of CJAC for dinner and additional conversation in relaxed and comfortable settings.

The chair of CJAC, Linda C. Sharpe, presented the report of the committee's activities at the March meeting 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 nine meetings during the past year, devoting substantial attention to the Institute's budget and long-range financial and capital planning. Other topics that received significant discussion included new directions in teaching and research, private support and investment management, international and inter-institutional collaborations, and administrative organization and transitions. At its final meeting of the year, the committee elected incoming vice president for Institute affairs and secretary of the Corporation Kirk D. Kolenbrander to succeed Kathryn A. Willmore as secretary of the Executive Committee, effective July 1, 2006.

Investment Management Company Board (formerly the Investment Committee)

In June 2004 the Executive Committee recommended and the Corporation approved an amendment to the Corporation Bylaws to establish an internal Investment Management Company as a constituent part of the Institute, and to permit its governing body (the Investment Management Company Board) to perform the functions of the Investment Committee. The activities of the Investment Management Company Board for the year 2005–2006 are detailed in the annual report of the treasurer.

Membership Committee

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

Corporation Screening Committee for Nomination of Recent Graduates

The Screening Committee for Nomination of Recent Graduates, in collaboration with CJAC, held a joint dinner meeting for students on October 6, 2005, in part to explain the nomination and election process for membership on the Corporation. The committee met via two teleconferences, in January and February 2006, to review all nominee applications. From a group of 80 candidates, the committee selected six for the ballot. The nomination process was conducted under the auspices of the Alumni Association using an electronic ballot accessed by eligible voters via the internet. David A. Berry PhD '05, SB '00 received the nomination and was elected in June to serve a five-year term on the Corporation.

Corporation Visiting Committees

Fifteen Corporation visiting committees convened for regular two-day meetings during academic year 2005–2006: Aeronautics and Astronautics; Athletics, Physical Education, and Recreation;

Biological Engineering; Division of Student Life; Dean for Undergraduate Education; Earth, Atmospheric, and Planetary Sciences; Humanities; Linguistics and Philosophy; Mathematics; Mechanical Engineering; Nuclear Science and Engineering; Sloan School of Management; Sponsored Research; Urban Studies and Planning; and Whitaker College.

In 2005–2006, the Institute’s 30 visiting committees were composed of 424 people filling 540 membership positions: 64 Corporation members filled 158 slots; 191 presidential nominees filled 198 slots; and 179 alumni nominees filled 184 slots. Ten people filled both a presidential nominee slot and an alumni nominee slot. Of these 10, one person also filled one additional alumni slot, and one additional presidential slot.

Women made up 26 percent of the visiting committee membership, an increase of 2 percent over 2004–2005, while minorities comprised 16 percent of the visiting committee membership, a decline of 1 percent from last year. Of the members, 38 percent were affiliated with academia, 54 percent with business and industry, 3 percent with government and law, and 5 percent with other organizations, including nonprofit enterprises.

Office Activities and Personnel

Under the leadership of Susan A. Lester, associate secretary of the Corporation, the staff of the Corporation Office coordinated and managed four Corporation meetings this year. The staff also coordinated and managed three CJAC meetings, and 15 visiting committee meetings that occurred in 2005–2006, serving members of the Corporation, the committees, faculty, students, and staff from around MIT in support of the governance of the Institute.

Melanie A. McCue, senior administrative assistant, once again rose to the occasion in carrying out, with her typical efficiency and enthusiasm, the details of visiting committee meetings and other responsibilities associated with the visiting committee process. She has acquired additional skill and confidence in reconciling all things accounting in the office, as well as broadening her knowledge as our resident liaison for technical assistance and interaction with the web. Her good nature and intelligence are greatly valued. Nina M. Lombardi continues her consistently thorough and efficient execution of her responsibilities as the primary point of contact for Corporation members and for the details concerning their membership, the quarterly meetings, and other related activities that occur in a crowded and often pressure-packed schedule. Both Ms. McCue and Ms. Lombardi were recognized in June by their colleagues in the offices of the President and the Executive Vice President as the well-deserved recipients of the Infinite Mile Award for collaboration and teamwork. They are indeed a splendid team, representing the best of MIT to all those with whom they work and to those who visit our campus. The ongoing dedication and diligence of the Corporation office staff members to their responsibilities enables the office to deliver services of the highest quality to our constituent members and to faculty, staff, and students around the Institute.

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

Susan A. Lester, Associate Secretary of the Corporation

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