

## 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.”*

—MIT Alumni Association Constitution, 1875

The MIT Alumni Association worked in close partnership with President Susan Hockfield this year to spread the MIT mission and message worldwide. The president visited 21 alumni clubs, including the Club of Hartford (for its 100th anniversary) and the Club of Hong Kong, to greet 1,437 alumni. The president’s frequent travels allowed her to talk about MIT priorities in energy, human health, and educational innovation, as well as the importance of a strong connection to MIT. Her advocacy even prompted one club to accelerate its long-term plans to start the MIT Club of Hong Kong Scholarship Fund. Members quickly raised more than \$80,000 in initial contributions. President Hockfield’s enthusiastic charge to alumni to serve as MIT’s “information army” increased awareness of MIT’s priorities.

### Our Evolving Alumni Body

More than 118,000 alumni live in 140 countries. Graduates are nearly evenly split between undergraduate and graduate degree holders. Dual degree holders, who have earned both undergraduate and graduate degrees from MIT, make up 12 percent of our population and tend to be active as volunteers and donors. Women, who made up 41 percent of the Class of 2006 graduates, constitute 17 percent of all alumni. More than 14,500 alumni—13.6 percent—live abroad, a group that includes diplomats, government advisors, and chief ministers as well as leaders in business, education, and industry. The Association’s president-select, Hong Kong-based Martin Tang GM ’72, was chosen to become our first international president in fiscal year 2007.

### Valuing the Network and Participation

Scott P. Marks Jr. ’68, president of the Alumni Association in fiscal year 2006, generously shared his time, talent, and treasure during the year. He traveled to educate others about the importance of the alumni network and annual giving, and he challenged volunteers to increase their participation rate in the Alumni Fund. Marks advocated the shift to a culture that expects annual gifts by providing an incentive challenge for the senior class. Students overwhelmingly responded with a record-breaking 51 percent participation rate to earn an extra \$20,000, thanks to Marks’s contribution.

### New Records in Giving and Engagement

This year the Association set new records. The Alumni Fund giving rose 7.2 percent to \$35,937,535; the Senior Class Gift and the Parents Fund also reached record marks. Tech Reunions 2006 drew 3,357 alumni and guests to 128 events. The MIT Enterprise Forum Global Broadcasts reached 75 unique viewing sites worldwide. And the first Graduate Alumni Convocation and Reunion drew 230 participants to campus.

## Strengthening the Organizational Core

The Alumni Association Board of Directors instituted a new international board seat and clarified membership issues. A constitutional amendment, unanimously endorsed by the board, established a new associate member category for postdoctoral fellows and students in designated programs. A redesigned online alumni directory, the most popular Infinite Connection feature, gave alumni greater power to identify and reach their peers worldwide. Investments in the new Giving to MIT website and online credit card transactions boosted contributions.

## Alumni Fund Results

The energy and success of the Class of 2006's senior gift campaign symbolized a string of successes for the Alumni Fund this year. Persuasive outreach by senior class leaders returned a record dividend: 51 percent of the class made a gift, an 85 percent jump over the previous year. The total amount, \$11,710, set a historic high mark for graduating seniors. Indeed, the class set a new giving standard with its outreach theme: "Before you depart, make your mark."

Mirroring the seniors' success, the Alumni Fund, led by fund board chair Thomas C. Davis '84, set a dollar pace more than \$2 million ahead of last year's record total. Capped dollars, which detail gifts up to \$100,000, rose 7.2 percent to \$35,937,535. Uncapped dollars, which notes all donations, totaled \$77,434,336, an increase of 6 percent. These results were thanks to 35,305 generous donors—31,545 alumni and students and 3,760 parents and friends—who made MIT a priority this year.

The Alumni Fund advanced in several key areas. The Parents Fund exceeded last year's total giving by 35 percent, bringing in a record \$977,572. The new Giving to MIT website boosted online donations: online gifts rose 54 percent, bringing online giving to 10 percent of fund totals. Leadership gifts (those above \$500) also grew significantly, up 7.4 percent in dollars and 4.9 percent in donors. Gifts solicited by student Tech Callers rose 4.6 percent.

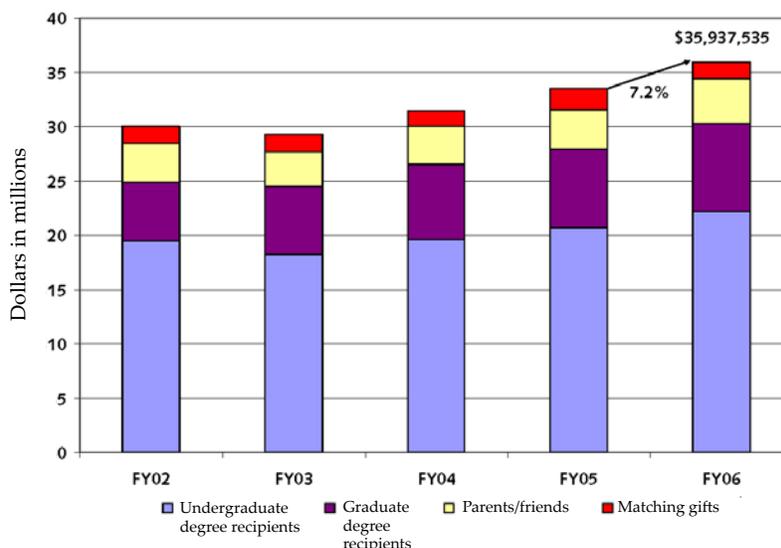
Reunion giving, a reflection of lasting connections to MIT, produced high marks in several areas. The 40th reunion Class of 1966 reached a record participation level of 75 percent. A dollar record for the 10th reunion of the Class of 1996 totaled \$139,356.

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## Seizing Opportunities

The Association worked with the president to maximize the impact of her many trips to visit alumni worldwide. Susan Hockfield's consistent message set an expectation for annual gifts from every graduate. Alumni Fund solicitations employed greater use of variable messaging and more complex gift arrays in direct mail and stewardship activities. The message was delivered in a creative, interactive, e-stewardship piece and e-solicitations. We also increased direct outreach with 175 individual alumni visits conducted by annual fund staff. More than 60 percent of these visits were with annual fund leadership giving prospects.

## Alumni Fund Capped Dollars by Donor Type



Note: gifts capped at \$100,000

MIT alumni are often in the news, but the success of Randal Pinkett EE/LFM '98 on the NBC television series *The Apprentice* was a particular hit. We tracked his progress week by week with web page updates. For the December 15 finale, more than 800 students, alumni, faculty, and staff joined the Alumni Association in Kresge Auditorium to cheer him on as he was named the winner on the big screen.

This year we stepped up marketing to select constituencies. The Association has engaged numerous faculty and alumni in discussions about MIT's commitment to address the global need for sustainable energy. Faculty discussed the MIT Energy Initiative at events on campus and in Chicago, Washington, DC, and San Francisco. The Enterprise Forum of Cambridge conducted a clean energy business plan competition and job fair. The Association's e-newsletter *openDOOR* and web feature "What Matters" regularly showcased energy topics.

With graduate school alumni constituting about half of all alumni, the Association invited all alumni with graduate degrees to the Graduate Alumni Convocation and Reunion April 21–22. The event drew an enthusiastic international crowd: 230 participants hailing from the United States and 14 countries. Many thanked Association staff for the invitation to come to campus.

Young alumni were transformed into the "MIT10" with a design competition, consolidation of services, and marketing campaign to bolster the connection of undergraduate and graduate students who graduated within the past 10 years. A new Tech Reunions event, an MIT10 reception, was popular.

Successful student campaigns were the result of careful planning and marketing. The Association recruited a student Senior Class Gift Committee chair who had experience in philanthropy and asking for gifts as a Tech Caller manager; half the members of the

student committee were also Tech Callers. Scott Marks's challenge and a cohesive poster campaign, direct mail, email, phone, dorm storms, presentations to student groups, and booths led to the highest participation rate to date. The student philanthropy campaign, including six posters presented sequentially in Lobby 7 and other prominent locations, illustrated the impact of alumni contributions to MIT.

The successful Women's Leadership Conference in April 2005 sparked regional events this year that drew alumnae into closer connection with MIT. The Association of MIT Alumnae spearheaded a leadership series, in collaboration with the Association and MIT Sloan, that offered panels on these topics: Work and Family Integration, Who Is in Line for That Next Top Job? and Mentoring Across Differences of Gender and Race. A second major women's conference is scheduled for FY07 on the West Coast.

Powerful new online alumni directory (OAD) software, launched this year by the Association as part of the Infinite Connection's growing suite of online services, both simplifies and speeds up alumni quests for people who share personal interests, geographic proximity, or professional pursuits. The software automatically creates a search that quickly identifies an overarching criterion, such as a location like Cincinnati. Subsequent filtering results—such as local club officers or Procter and Gamble employees who are volunteer career advisors—pop up in a flash.

A sustained, multimedia marketing campaign spread awareness to alumni about the new OAD services. Regular mentions in e-newsletters, a *Technology Review* article, segmented emails, online, and a postcard prompted increase use of the improved directory. This campaign also spurred a 6.5 percent increase in Infinite Connection registrations and a 6 percent jump in alumni with email addresses.

The Association website, which is updated approximately 100 times a year, attracts nearly 60,000 unique visitors and boasts more than half a million web hits each month. Content improvements included polls (on timely topics such as the Hurricane Katrina aftermath and the Randall Pinkett *Apprentice* win) and publishing alumni profiles in a reorganized Noteworthy section. Improvements in the Giving to MIT site produced a 51 percent increase in online gifts and 79 percent increase in dollars. Investments in online communication do render return on investment.

This year, the staff began a website redesign project to launch a fresh look and offer more interactive experiences for users in 2007. The research and benchmarking team studied current site usage and effectiveness. The content and style team evaluated current content, explored new content options, and defined standards. The technical evaluation team investigated technical features and content management systems. The design and architecture team led the designer selection process. The Association plans to launch the new site in late summer 2007.

The MIT Enterprise Forum, which reached even wider global audiences this year, seized several opportunities. The forum launched an online global mailing list in November 2005, and more than 770 people worldwide signed up. A new chapter formed, the MIT Enterprise Forum of the Pan-Arab Region, which is based in Lebanon. Closer to campus, the Enterprise Forum of Cambridge Energy Special Interest Group, which started

the Ignite Clean Energy Business Presentation Competition to support clean energy entrepreneurs in Massachusetts, awarded a \$125,000 prize in May to the winning team, Stellaris, which plans to start a solar energy panel company in Lowell.

## Global Initiatives

The Tech Day 2006 topic, “MIT Tackles Global Challenges,” set the theme for the Institute’s approach to large-scale problems and solutions and for the Association’s efforts to engage alumni wherever they live. More than 1,000 alumni and guests clustered in Kresge Auditorium on June 10 to hear faculty talks on anticipating environmental challenges, rigorous standards for development and policy issues, and the impact of globally distributed research. International representation at Tech Reunions 2006 included 56 alumni traveling from abroad.

A board of directors initiative rebalanced voting districts and created a new international board seat. This year Ellen Nedrebo PO’89 of Norway was the first international alumna elected to the National Selection Committee. In FY2007, two international alumni will be named to the Alumni Association Board of Directors. The board also rebalanced the voting districts to ensure fair representation.

Alumni-hosted events, both domestic and international, were a key feature of this year’s MIT Alumni Travel Program. In fact, seven of the 15 event locations were in China, Chile, Egypt, Turkey, and South Africa. MIT professor of planetary sciences Richard Binzel gave a special talk, “Everything about Eclipses,” at a reception and dinner in Cairo for alumni travelers and local alumni during the Egypt: Total Solar Eclipse trip in March. The number of travelers increased by 19 percent to 611 people, who embarked on 32 trips.

Two new affinity groups, which reflect the international composition of alumni, began organizing: Latino/a Alumni/ae of MIT and South Asian Alumni successfully attracted several hundred self-identified alumni to initial organizing efforts.

Toasts to IAP, the gatherings of young alumni that celebrate MIT’s January independent activities period (IAP), included four international locations among the 29 sites.

## Governance and Infrastructure

The Alumni Association Board of Directors, led by Scott Marks Jr., set significant priorities and strengthened the Association in several ways this year. Notable accomplishments include clarifying regular and associate membership status through a constitutional amendment and launching an effort to promote the value of the alumni network and the goal of annual giving. The board also began a multiyear budget planning discussion with MIT and endorsed a security review of information and communications.

A board of directors committee, led by Henry Houh ’89, conducted an in-depth investigation of membership issues and then recommended board action. In March, an associate member category of membership in the Alumni Association was established through a constitutional amendment approved unanimously by the board. Under the

amendment, all postdoctoral fellows and students from the following programs are associate members: the Special Program in Urban Studies and Planning, the Singapore-MIT Alliance, the Cambridge-MIT Exchange Program, and the Harvard-MIT Division of Health Sciences and Technology. This new option recognizes the strong connections of these scholars to MIT and, at the same time, preserves the unique value of alumni membership.

Nine alumni, including entrepreneurs, corporate leaders, and faculty, joined the MIT Corporation this year. Notably, Brian G. R. Hughes '77 was named a life member, and past Association president Linda C. Sharpe '69 was named a term member. It is clear that alumni lead the Institute. The Association appoints 14 Corporation members and five are elected by their alumni peers in the recent classes. Of the 73 voting Corporation members, 60 hold MIT degrees. Alumni also share their expertise on the Institute's 30 visiting committees: 400 of the 549 visiting committee positions were filled by alumni.

In FY2006, 8,502 volunteers worked for MIT and the Association. Their roles are vast, ranging from traditional volunteer jobs, like educational counselors, class and club volunteers, to newer roles such as webmaster. Alumni clubs now number 92, with the reactivation of the Club of Chile and Club of Western New York (Buffalo). Please see the addendum for a list of this year's extraordinary alumni and volunteer leaders.

The Alumni Association instituted new measures to further ensure the privacy of MIT alumni who use the Infinite Connection. A revised Privacy and Usage Statement explains how online information may and may not be used. An Infinite Connection review by Symantec Security found that the database was highly secure. We did implement several recommendations to tighten access, including a login limited to five attempts and requiring longer passwords with a minimum of six alphanumeric characters.

The Data Integrity Team's proactive database management improved our access to alumni. For the first time, we hit the 90 percent mark for addressable alumni. This milestone contributes to the success of all other programs.

The number of gifts made online and, generally, via credit cards is increasing rapidly. Between FY2003 and 2006, the number of online credit card gifts increased from 4 percent to 14 percent (1,324 to 5,157) of total gifts. The number of credit card gifts received overall, during this same time period, has increased from 27 percent to 38 percent (8,717 to 13,712) of total gifts. The dramatic time-saving impact of live credit card processing has allowed us to save money by freezing a data entry staff position.

Other web-based enhancements include a new SmarTrans release, externship sponsorships and applications available online, and better list/labels production.

In the fraternity, sorority, and independent living group (FSILG) community, a record number of 137 women joined one of MIT's five sororities. The youngest of the five independent living groups, the [Women's Independent Living Group](#), celebrated its 30th anniversary. The first Student-Alumni Summit convened in February at MIT's Endicott

House to discuss shared purposes and plans to contribute to the MIT community. The [Association of Independent Living Groups](#), an umbrella group of all 39 active alumni house corporations, led an alumni-run safety, licensing, and inspection program and a peer-review accreditation process. FSILG living improvements include high-speed fiber-optic connections, thanks to MIT's Information Services and Technology department.

In FY2006, the Association took major steps to strengthen its financial management. We hired a director of finance and administration who began a review process to clarify financial and administrative processes to improve accountability. Senior managers and staff completed an initial round of zero-based budgeting exercises to better understand their business operations and, as a result, to better allocate limited resources.

### **Increased Engagement**

A record number of alumni made the commitment to return to campus for Tech Reunions June 8–11, 2006. Attendance included 3,357 alumni and guests who chose among 128 events, encouraged by broader marketing and extended registration deadlines. We think our new plan for class volunteers, involving alumni during the four years between reunions, plus an increase in reunion volunteers (to 236) contributed to the high attendance.

The record attendance of the 50th reunion class required special accommodations, such as renting a tent for the president's reception at Gray House. Fifty years after being showcased in *LIFE* magazine for future promise, the MIT Class of 1956 celebrated lives well lived. The magazine recognized the class and MIT in general on the cover of its May 7, 1956, issue with an article titled "The Need for Better Scientists and MIT's Answer." Prominent alumni from the class include astronaut Russell Schweickart '56, who served as lunar module pilot for Apollo 9 in 1969, logging 241 hours in space.

At Commencement, Ben Bernanke EC '79 invoked visions of red-coated senior alumni in his acknowledgement of MIT's influence on his own career, and in the discipline of economics.

More than 400 MIT alumni and guests gathered at the 2005 Alumni Leadership Conference (ALC) on campus September 23–24 to honor outstanding volunteers and to brainstorm new ways to strengthen the volunteer network and raise funds for MIT. The ALC theme, "Celebrating Excellence," reverberated throughout the weekend, from the keynote speech on leadership, to the awards dinner honoring alumni volunteers, to the faculty research presentations. An innovative marketing campaign conceived this year for the 2006 ALC uses segmented email messaging and a fresh approach to workshops like Charm School.

Family Weekend 2005, October 14–15, drew more than 753 families of MIT students from 17 countries—including 57 alumni relatives—to activities such as a Nobel laureate lecture, concerts, and visits to classes such as rocket propulsion and Middle East history. This represents an 8 percent increase in family attendance. The Association also helped facilitate 58 Summer Send-off events engaging 75 percent of the incoming class, 1,264 current students, and 24 parent connectors.

The Association brought MIT expertise to nearly 10,000 alumni and guests worldwide. In total, 68 faculty members, 11 staff, and 83 alumni gave talks at 143 events hosted either on campus or by clubs. Two MIT on the Road programs this year attracted record audiences. In San Francisco, 216 registrants attended events at the Fairmont hotel, and in Chicago, 107 participants met at the University of Chicago's Gleacher Center.

We saw increased engagement both in the number of alumni offering externships, up 19 percent, and the number of student applications, up 41 percent. The number of matches rose to 218, an increase of 37 percent. This program continues to be extremely useful to students as they consider possible careers and very rewarding to alumni who host brilliant MIT students in their companies.

Increased customer service to affinity groups supported the three-part Alumnae Leadership Series, which kicked off in March with a panel on work-life balance that was webcast to seven US cities and reached more than 200 alumnae. [Bisexual, Gay, and Lesbian Alumni](#) (BGLA) held an extremely successful "Gay in the Day" event that looked at the 40-year history of BGLA experience.

Our work this year was facilitated by strong collaboration with departments and offices across MIT. Working on the president's visits strengthened our relationship with Resource Development's Leadership Giving and Principal Gifts staff. Clubs staff also worked with the Lemelson Program's InvenTeams Project to recruit area alumni for the invention teams at high schools around the country. The Parents Association, which serves as a clearinghouse for parents, works closely with all offices of the dean for student life and all student-related services, such as MIT Medical. The Association's close collaboration with the Admissions Office was a key to the successful recruitment and freshman send-off efforts around the world. Increased collaboration and fund raising for the Department of Athletics, Physical Education, and Recreation and the Division of Student Life was possible with the addition of a new leadership giving officer.

The MIT Enterprise Forum (MITEF) continued to expand its global network, with 24 chapters hosting more than 300 events this year. Audiences for the global broadcast, which set a new record for viewing sites, reached a record 58 in June. A new chapter was founded in the Middle East this year. More than 30,000 entrepreneurs are connected through the forum's events, e-newsletters, and website resources, which include access to business plans, venture capital and angel investor groups, research tools, and startup advice. MITEF provides an avenue for the Institute to support entrepreneurial innovation among alumni and other business leaders and to extend MIT's mission to use new knowledge to solve real world problems.

### **Budget Summary and Personnel Update**

In FY2006, the Association's total expense budget was \$10,246,000. The Institute provided general budget funds of \$9,393,199 for Association programs, which included \$1,832,250 allocated for subscriptions to *Technology Review* magazine. The budget was balanced with \$482,000 from the Association's reserves and \$370,773 from program revenues.

The Association's total headcount at the end of FY2006 was 84, compared to 87 at the end of FY2005. Ten people left the Association, 11 were hired, and 11 promotions were awarded. The difference in the headcount was due to a reduction in force of three people.

This year, the individual award recipient of the Joseph S. Collins HM Infinite Mile Award was Melissa Gresh. The Fund Operations Group, which included Scott Jahnke, Rosheen Kavanagh, D. Timothy Poisson, Sean Riley, Sonal Rossi, Katha Washburn, and Jennifer Wilinsky, won the team award.

The [Council for Advancement and Support of Education](#) (CASE) honored the Association with three awards:

- 2006 CASE Gold Award for the Year-end Stewardship presentation (Digital Media Communication category)
- 2006 CASE Silver Medal Award for the Travel Program (Alumni Relations Revenue Generation Programs)
- 2006 CASE District 1 Publication Award for the Travel Program Explorer (honorable mention in the Special Purpose Communications category)

After 36 years of service, Joseph S. Collins HM retired this year. Mr. Collins served with dedication and distinction as director of the Alumni Fund for 20 years, as managing director of alumni activities, and as director of operations for the Association. With his leadership, the Alumni Fund gathered contributions totaling \$321,761,895. Under his administrative guidance, the Association restructured the alumni relations and giving functions, created the Institute Career Assistance Network, and launched one of the first alumni association websites in the country. Mr. Collins's extraordinary contributions have been recognized with honorary membership and the creation of the Joseph S. Collins HM Distinguished Service Award.

The Association's senior staff together represents 151 years of service, providing strong continuity to alumni and stable relationships with MIT faculty and staff. The FY2006 senior staff includes Elizabeth A. Garvin HM, executive vice president and CEO; Joseph Recchio HM, director, information systems and services; Monica Ellis '91, director, Alumni Fund; William Fitzgerald, director, finance and administration; Diana T. Strange HM, secretary of the Association; Christine Tempesta, director, alumni relations; Margaret Bruzelius, director, communications; and Mark Jacobs, director, technical services.

**Elizabeth Garvin HM**  
**Executive Vice President and Chief Executive Officer**

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

## Addendum

### Fiscal Year 2006 Alumni Association Board of Directors

Scott P. Marks Jr. '68, President  
 Martin Y. Tang GM'72, President-select  
 Lois J. Champy AR'71, Vice President  
 R. Gregory Turner '74, Vice President  
 Dedric A. Carter '99, Young Alumni Director  
 Mark R. Epstein '63  
 Frank T. Hulswit '49  
 John Paul Isaacson '69  
 Robert J. Lepkowski '76  
 Lissa A. Martinez '76

### Alumni Fund Board

Chair: Thomas C. Davis '84  
 Gerald M. Appelstein '80  
 Dong Joo "Karen" Ha '85  
 Robert L. Hillman Jr. '87  
 Jesse Lipcon '65  
 Jay Timon CP'98

### Awards Committee

Chair: John W. Jarve '78  
 Bruce A. Blomstrom '59  
 Paula J. Olsiewski CM'79

### Committee on Nominations to Corporation Visiting Committees

Chair: W. Gerald Austen '51  
 Paul D. Edelman '78  
 Robert N. Gurnitz '60  
 Gurumurthy Kalyanaram GM'89  
 K. Anne Street '69

### Enterprise Forum Board

Chair: Joseph G. Hadzima Jr. '73  
 Joost P. Bonsen '90  
 David L. Coombs '91  
 M. Christina Dolan AR'94  
 Susan Ayers Walker

### National Selection Committee

Chair: Harris Weinstein '56  
 R. Robert Wickham '93  
 Matthew K. Haggerty '83

Sandra W. Morgan GM'83  
 Reginald Van Lee '79  
 Wilhelmina Fader '85  
 William M. Layson '56  
 Laurie D. Baird GM'92  
 David A. Dobos '77  
 Ramon I. San Pedro '86  
 Robert E. Anslow '54  
 Evan D. Matteo '94  
 Ellen S. L. Nedrebo PO'89

### **Technology Day Committee**

Chair: Mary Schaefer SL'90  
 Paul Gluck '68  
 Ira Hochman '89  
 Jefferson Kommers PH'99  
 Ellen Rizika GM'98

### **2005 Alumni Association Award Winners**

#### ***Bronze Beaver Award***

Rafael L. Bras '72  
 Frank T. Hulswit '49  
 Dale Schain Krouse '71

#### ***Henry B. Kane '24 Award***

Gerald M. Appelstein '80  
 Barry R. Bronfin '60  
 Melvin J. Gardner '50  
 John J. Golden Jr. '65  
 Theodore Papastavros '55

#### ***Harold E. Lobdell '17 Distinguished Service Award***

William G. Denhard '42  
 Jonathan M. Goldstein '83  
 Thomas D. Halket '70  
 Frederick F. Schaller Jr. '39  
 Norman I. Sebell '44  
 K. Anne Street '69  
 Douglas E. Vincent '89

#### ***George B. Morgan '20 Award***

Enrique Garcia Corona GM'66  
 Mark D. Horowitz '71  
 Samer S. Khanachet '71  
 William J. McGinnis '66

Jean B. Paskowitz '73  
Irving L. Paskowitz '73  
C. E. Rinehart '64

***Presidential Citation Award***

Class of 1935 Reunion and Reunion Gift Committees  
MIT Club of Long Island 50th Anniversary Event  
MIT Club of Wisconsin Technology Award Event  
Young Alumni Campaign Committee

**Honorary Membership**

Kate Baty  
Eugene R. Chamberlain  
Jerome I. Friedman  
Stephen D. Immerman













































