

Vice President for Institute Affairs and Secretary of the Corporation

One of the Institute's four corporate officers, the vice president for Institute affairs and secretary of the Corporation is responsible for MIT's internal communications, including the coordination of policy issues with the senior administration and the trustees of the Corporation. The vice president for Institute affairs provides advice and support to senior officers and other MIT constituents on matters of internal communication and has management responsibilities for MIT's Public Relations Services department, currently consisting of the Conference Services Office, Events and Information Center, Publishing Services Bureau, and Reference Publications Office. The secretary of the Corporation oversees the operations of MIT's board of trustees and its committees, including the 30 visiting committees that conduct biennial reviews of the Institute's academic and research programs.

MIT stands tall among its peers for teaching and research in service of the world—a quality readily observable in the applied creativity of our students. A recent graduate student in mechanical engineering developed a plan for improving wheelchair technology in Africa by designing a model that takes into account the terrain, poverty, and access to replacement parts in the region. Another recent graduate moved to Saudi Arabia to coordinate a partnership empowering Saudi women by teaching them basic computing and IT skills at low cost. Right here on campus our students give of themselves each year at Leadershape, as participants explore ways to improve not only their own lives but also their communities. From these examples and many more, it is clear MIT students don't come to the Institute merely to further their own education. They bring a willingness to become involved with projects that hold promise for changing society as well as themselves.

This marriage of intellect and service is fostered throughout the MIT community by our faculty and staff. Members of the Office of the Vice President for Institute Affairs and Secretary of the Corporation strive to provide the resources that make this possible. Our colleagues have responsibility for convening Institute events featuring inspirational world leaders, creating publications chronicling the excitement of new discoveries, and organizing the work of many volunteer leaders who contribute time and energy on visiting committees and the Corporation. Among their achievements are the tours they provided for over 30,000 visitors, the communications survey they conducted with almost 12,000 alumni respondents, the more than 1,500 publishing projects they coordinated, and the 15 visiting committees they hosted. The following pages include a detailed report from each unit within the Office.

While none of this would be possible without the teamwork of many, there are two people deserving of special recognition. This summer Michael Baenen left MIT after 14 years of service to join Tufts University as chief of staff in the Office of the President and assistant secretary of the corporation. While serving as special assistant to the president at MIT, Michael used his strong institutional knowledge and superior writing talents to bring many projects to fruition. Perhaps most important, he coupled his seriousness of purpose with a sense of humor that made every challenge not only endurable, but

thoroughly enjoyable. I would also like to give special recognition to my predecessor, Kathryn Wilmore. Although she stepped down a year ago from her role as vice president and secretary of the Corporation, Kathryn has continued to provide invaluable support and guidance to me and is a trusted advisor. In her 40 years at MIT, Kathryn set a high standard for excellence and we all strive to sustain her legacy.

Kirk D. Kolenbrander

Vice President for Institute Affairs and Secretary of the Corporation

Public Relations Services

Conference Services, Events and Information Center

The mission of the Conference Services, Events and Information Center is to meet the information needs of the MIT community, of visitors to the campus, and of 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 an increasingly central information source for members of the MIT community. Its staff assisted faculty and administrative staff with the registration of 1,035 departmental events and 219 Lobby 7 Kiosk registrations; provided training sessions for users of the online events calendar; distributed over 53,000 pamphlets, brochures, maps, guides, and catalogues; answered and redirected thousands of telephone and in-person inquiries; and served as a clearinghouse for mail addressed simply to MIT. Additionally, the staff offered an IAP workshop and presented to other departments the components of successful event promotion. Joseph Coen managed the Events and Information Center with the assistance of Kathleen Barrett, Lee Corbett, Marie Seamon, and Kimberly Nelson, who replaced Terri Nash after she retired in February.

Seventy-eight undergraduate student guides conducted tours for 31,900 visitors, of whom 17,856 were prospective students and 4,639 were international visitors. The tour guide captain was Iliana Jaatmaa. Additionally, visits by 555 delegations were coordinated by the Center.

The Center director managed the logistics of the groundbreaking ceremonies for the Vassar Streetscape West and the new graduate residence, NW35; the Compton Lecture delivered by Senator Edward M. Kennedy in April; the Retirement Celebration for Ike Colbert, dean for graduate students; and a memorial service for former senior vice president William R. Dickson. Center staff also supported the 33rd annual Martin Luther King Jr. Celebration on February 16; the 35th annual Killian Lecture, delivered by Nobel laureate Professor H. Robert Horvitz on April 24; a visit by Her Majesty Queen Rania of Jordan in May; and the relighting of the Building 10 Dome on June 9.

Commencement activities began on Thursday, June 7, with the Hooding Ceremony for 500 doctoral degree recipients, with Chancellor Phillip L. Clay presiding. The 141st Commencement Exercises for 2,110 degree recipients were held on Friday, June 8. The day featured an address by Dr. Charles M. Vest, MIT president emeritus and president-elect of the National Academy of Engineering, with over 10,000 families, alumni, and guests attending the festivities.

Community Services

The Community Services Office (CSO) is charged with enhancing work/life for MIT faculty, staff, and students not only on campus, but at Lincoln Laboratory and other affiliate locations as well. The CSO directed a variety of programs this year, including the MIT Quarter Century Club, MIT Activities Committee, Community Giving at MIT, the Association of MIT Retirees, and the MIT Retirement Dinner.

In managing Community Giving at MIT, the CSO served as a conduit between the MIT community and the President's Office, the campaign chair and steering committee, and the MIT Community Service Fund, United Way of Massachusetts Bay, and other nonprofit health and human service organizations. This year, Community Giving revamped its graphic design and expanded its website and online giving options. Forty-five percent of donors used the online option to make their contribution, an increase of nearly 100 percent. The CSO also coordinated several successful fundraisers, raising a combined total of \$7,500, including a campus dining discount day, a used book sale, a crafts fair, two book sales, a clothing drive, and a mobile phone collection. The office developed campaign communications, trained and advised 120 department representatives, and collaborated with counterparts at Lincoln Laboratory, coordinating several fundraisers throughout the year. Professor Roger D. Kamm served as campaign chair. In sum, the 2006-2007 Community Giving Campaign raised \$348,539 through the donations of 838 employees and retirees. Of this amount, \$195,390 was dispersed to the United Way of Massachusetts Bay; \$107,755 went to the MIT Community Service Fund; and \$45,394, to other local charities.

The Association of MIT Retirees served more than 900 registered members. The Association initiated an MIT Undergraduate Education Scholarship Fund that raised over \$4,600 in its first year from retiree donations. In addition, CSO staff member Betty Bolivar created notecards from her original artwork that served as an ongoing fundraiser for the Scholarship Fund. The Association offered members and guests numerous events and activities during the year, including a multi-day trip to Washington, DC; New England day trips; cultural tours; regional lunches; an annual get-together at Endicott House; seminars on driving and personal mobility, curbing your energy bills, and Lincoln Lab yesterday and today; and a series of workshops on woodworking, creative writing, computers, and origami. The Association expanded its website, published a quarterly newsletter, and collaborated with the MIT Club in promoting its lecture series. Retirees Robert Blake, Richard Dolbec, and Jane Griffin served as co-chairs and led the organization together with a volunteer advisory committee of 13 other retirees. Association committee members, together with representatives from Boston University, Boston College, and Harvard University retiree groups, participated in the activities of the Boston Area College and University Retiree Associations (BACURA),

an organization that more broadly addresses the needs and concerns of retirees from institutions of higher education.

The MIT Activities Committee (MITAC), led by the Lincoln Laboratory co-convenor Karen Shaw and the campus co-convenor Emmi Snyder, responded to an increased demand for its services. MITAC staff and the 17-member volunteer committee organized more than 260 cultural and recreational events for over 10,000 participants, and sold nearly 30,000 tickets for special events. MITAC's total revenue for the year exceeded \$433,500, with an average monthly revenue of \$36,125.

MITAC program highlights included the Space Odyssey Ball, a sold-out event for the MIT community that was attended by nearly 500 faculty, staff, and students; a web-based Red Sox lottery that sold over 1,800 tickets to Red Sox games; numerous campus noontime talks, walking tours, and lectures; and increased cultural and recreational offerings for the MIT Community. MITAC membership has grown over 20 percent in the past year, and more than 3,500 people now subscribe to the MITAC email list, which has been an effective marketing and sales tool. The MITAC database now contains more than 7,000 customers, an increase of approximately 20 percent over FY2006.

CSO staff included Ted E. Johnson, Traci Swartz, Betty Bolivar, Diane Betz Tavitian, Linda Olson, and Lee Smith, who replaced Margaret Loughlin.

Conference Services

The Conference Services Office manages the logistical coordination and registration services for conferences and meetings sponsored by MIT faculty and staff. In FY2006, this office coordinated the logistics of 31 events that brought more than 9,000 guests to campus, as well as nearly 300 to the residence halls during the summer. Conference Services provided support to the iCampus symposium "Learning without Barriers/Technology without Borders," held from November 30 to December 2 and marking the completion of the MIT-Microsoft iCampus Research Alliance for Education Technology. The office also coordinated presentations to MIT undergraduates by 190 organizations recruiting on campus under the auspices of the MIT Careers Office.

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 was led by Cathi Levine, manager of conference services, and included Eva Cabone, Nicole Silva, and Nancy DiPronio, who joined the office in May.

Jeannie Lauricella provided support for activities throughout the Conference Services, Events and Information Center.

Gayle M. Gallagher Director

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

Publishing Services Bureau

The mission of MIT's Publishing Services Bureau is to promote excellence in MIT print and electronic communications by acting as a coordinated channel for publishing activities across the Institute.

PSB advises MIT departments, laboratories, and centers in the development of a wide range of communications, including brochures, websites, event materials, and business papers. With expertise in graphic design, communications strategy, printing, web development, project management, and procurement, PSB staff help to develop effective and efficient communications that further departmental goals such as student or faculty recruitment, fund raising, and academic or administrative program-awareness building.

PSB offers services tailored to different levels of client experience and need, and PSB advisors act as specialized agents, matching vendor services with client requirements. PSB offers its services free of charge and without mandate to the community.

Publishing Projects

In fiscal year 2007, PSB coordinated approximately 1,000 jobs, with another 670 handled through the electronic catalog (ECAT) online business paper ordering system. Continuing its partnership with the Departmental Consulting and Application Development team in Information Services and Technology, PSB assisted MIT publishers in planning and executing 82 web publishing projects. PSB clients purchased \$1.2 million in print services, with an additional \$1.7 million channeled directly to MIT preferred print partners. PSB also managed \$1.6 million in creative services enlisted for 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 \$41.8 million in creative, print, and web services on behalf of MIT publishers.

Typical projects facilitated by PSB included the following:

- Worked with the Mechanical Engineering Department to create a new graphic identity and suite of marketing materials, including a website (<http://meche.mit.edu/>), business papers, posters, and recruitment materials. Recommended a graphic designer, writer, and photographer and advised on the development of the materials. The new communications suite brings a consistent voice and tone to MechE communications and has had a positive impact on departmental morale.
- Worked with the MIT Libraries communications team to raise student awareness of the Libraries' services. Created an ad campaign targeted to freshman and sophomores, with a series of four ads displayed in *The Tech*, in overhead projections along the Infinite Corridor, and on banners in Lobby 7. Identified a market research vendor to conduct focus group sessions with students to test the campaign and suggest adaptations accordingly.

- Worked with the Lemelson-MIT Program (LMIT) to develop program materials for its new EurekaFest, including the event naming and logo, invitation, program, home page graphic, web graphics, podium graphics, and event banner for Lobby 7. Recommended a writer and designer and collaborated on the development and production of the event materials. As stated on its website (<http://web.mit.edu/invent/eurekafest.html>), EurekaFest is a multi-day celebration designed to empower a legacy of inventors through activities that inspire youth, honor role models, and encourage creativity and problem solving.
- Designed the logo for MIT TechTV, a new website (<http://techtv.mit.edu/>) for disseminating community-produced video, and a poster to promote awareness of the new site.
- Assisted the MIT Athletics Department in the development of a graphic identity standards manual to ensure consistency and to protect and strengthen the integrity of the new brand. (PSB had guided the department in the development of the brand last year.) The manual provides guidelines for pairing the MIT and Athletics logos and for the appropriate use of fonts, color palette, and primary and secondary athletics logos.

Awards

Several projects facilitated by PSB were recognized with awards:

American Institute of Graphic Arts, Best of New England Show

- Best of Show: Celebrating Named Professorships invitation and program
Designer: Visual Dialogue; writer: Tom Witkowski; MIT department: Resource Development; PSB advisor: Maryann Czerepak
- Best of Show: Center for Cancer Research brochure
Designer: Visual Dialogue; writer: Martha Eddison; MIT department: Center for Cancer Research; PSB advisor: Maryann Czerepak

Council for the Advancement and Support of Education (CASE), District I

- Silver Award: Hurricane Katrina Symposia posters
Designer: Sandy Farrier, PSB; MIT department: Community Service Office; PSB advisor: Bara Blender

MIT Communications Survey

A campus-wide communications survey, conducted by a cross-functional team of communications staff and managed by PSB, was undertaken this year in order to better understand issues of importance to the MIT community and the best communications techniques for reaching students, faculty, staff, and alumni. The information gained from this research will be used to inform communications plans developed to strengthen community relations.

The survey was sponsored by Kirk Kolenbrander, vice president for institute affairs and secretary of the Corporation; Beth Garvin, executive vice president and CEO, Alumni

Association; and Pamela Dumas Serfes, executive director of news and communications. The working team included Monica Lee, PSB (project manager); Catherine Avril, School of Engineering; Bara Blender, PSB; Maggy Bruzelius, Alumni Association; Greg Harris, Institutional Research; Suzana Lisanti, MIT Home Page Team; Jag Patel, Information Services & Technology Survey Team; Peggy Peterson, President's Office; and Pamela Dumas Serfes, MIT News Office.

The research was guided by MIT's Institutional Research unit and the Opinion Dynamics Corporation (ODC), a local market research firm. ODC helped to develop the research tool and method and analyzed the survey responses and recommendations. The survey questions explored community interests, readership of top-level MIT news and information sources, and preferred methods of accessing and receiving information. The online survey was conducted between March 20 and April 9, 2007. Email invitations were sent to all MIT faculty, staff, and students, as well as a random sample of alumni. A total of 11,880 people, or 37 percent of those invited, participated in the survey, including 3,506 students (36 percent), 3,706 staff (45 percent), 336 faculty (34 percent), 1,414 Lincoln Lab employees (55 percent), and 2,918 alumni.

Analysis of the survey results was presented by ODC to MIT communications staff in June. A report of the findings will soon be made available to the community, with additional work by the survey team to develop recommendations for enhancing MIT communications.

Establishing a Publishing Network

Over the past year and a half, PSB has contributed to the development of a new community of practice for publishing within the framework of the Boston Consortium of Higher Education. Communications professionals from member institutions have been meeting quarterly to identify common goals and challenges and to share ideas for solutions and best practices in the development of communications materials. Participants include Babson College, Boston College, Boston University, Brandeis University, Brown University, Harvard University, MIT, and Tufts University.

PSB has shared tools and processes with several of the universities, who are now adapting these programs for their own institutions. Tufts and Boston University have launched preferred print vendor programs tailored after the MIT program, and Harvard is updating their program based on insights gained from the MIT program. The exchange of experiences and ideas enhances the programs for all. The impact is notable, as printers are aware of the information shared between universities.

In the year ahead, the network will identify a common calendar of contract renewals for printing programs and will consider a collaborative process. With the volume of several schools to leverage, we anticipate benefits of cost savings to all institutions.

Preferred Print Vendor Program—MIT Purchasing Initiative

PSB currently manages service agreements between MIT and 10 preferred print vendors, establishing standards for service, competitive pricing, and quality in a program that began in 2005–2006. Reaching the first-year milestone in 2006, PSB conducted a survey

to gauge satisfaction with the program and test programmatic goals. Seventy-four print buyers responded to the invitation to complete the survey.

- 90 percent rated the quality of the printed materials from preferred printers as worthy of honors or high honors.
- 89 percent rated the service of the printers as worthy of honors or high honors.
- 91 percent considered the pricing to be competitive or low.
- 66 percent indicated a desire to use design templates for posters, newsletters, and other items, including post cards.
- Some interest was expressed in attending workshops on digital printing, file preparation, and image formats.

PSB held its annual print vendor fair in April, attracting more than 125 members of the MIT print-buying community as well as MIT graphic design vendors. It was an opportunity for all to meet the print vendor staff, review samples, learn about areas of expertise, and explore options for upcoming projects.

Analysis of MIT print spending over the past year shows a long-term migration of work to the preferred vendors, with a drop in market share from fiscal year 2006.

Print Spending Analysis

	FY2004 pre-launch	FY2005 silent phase	FY2006 program launch	FY2007
No. of printers doing business at MIT	240	122	128	155
Total print spending	\$4,300,000	\$3,677,676	\$4,174,828	\$4,806,642
Total spending with preferred printers	\$1,597,919	\$2,008,608	\$2,892,561	\$2,854,657
Preferred printer market share	37%	55%	69%	59%

Note: This analysis reflects work done by external printers only and does not include MIT Copy Technology Centers.

With a full year of the program completed, the team analyzed monthly reports gathered from the printers to identify buying trends. Based on analysis of the data, we will seek opportunities to negotiate grid pricing for commonly purchased items. 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.

Green Initiative

In response to MIT's energy and environmental goals, PSB renewed its commitment to "green publishing" this past spring. In the world of marketing and communications, significant discussions are taking place regarding the impact designers and communicators can have in choosing earth-friendly solutions for their communications

programs. No longer limited to choosing recycled papers, the new initiatives explore the entire process, from the design of a communications campaign to the production options. These explorations include learning about the management of forests that paper mills use to produce paper, choosing mills that use alternate sources of energy to produce paper, designing pieces to minimize waste, and choosing production vendors that minimize shipping and, therefore, carbon emissions.

In the year ahead, PSB will help decipher the wealth of information emerging on green publishing and will educate the community regarding green choices through individual advising and group workshops. In the early stages of this exploration, PSB is currently creating a “green profile” for each of MIT’s preferred printers.

The formulation of MIT’s watermarked bond will be greener in 2008 and will contain 100 percent post-consumer fiber, called “PC100.” The current recycled MIT bond is a premium stock business paper produced from 100 percent recycled materials: 25 percent cotton, 30 percent post-consumer waste, and 45 percent pre-consumer waste.

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:

- Effective web surveys webinar
- Maximizing survey results presentation (in collaboration with Institutional Research)
- Measuring interactive media webinar
- Crisis communications webinar
- MIT communications survey results presentation
- Usability-driven home page design webinar

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.

ECAT Online Business Paper Ordering System

The ECAT online business paper ordering system, developed and managed by PSB, received 670 orders for items such as business cards, letterhead, and envelopes in the

fourth full year of the program. The ECAT system affords significant savings in print costs (between 20 and 60 percent per item) and in staff time.

The growth of the online catalog this year included the addition of a custom catalog for the MIT Libraries, including business cards, letterhead, envelopes, and mailing labels. The design of these business papers features the MIT and Libraries logos.

This year marked the conclusion of the initial ECAT vendor agreement. The PSB ECAT team conducted an evaluation of prospective vendors and systems to identify candidates to receive a request for proposals. The team met with peer institutions, including Harvard, Tufts and Boston University, to identify online print buying systems. The team interviewed and qualified 16 potential vendors. Requests for proposals were issued to five qualified vendors: Ambit Press, Next Generation Printing, Shawmut Printing, Winbrook, and RR Donnelley/W.E. Andrews.

In the year ahead, the team will evaluate the proposals and select the partner vendor based on criteria including system functional requirements and new capabilities, print quality, customer service, technical support capabilities, competitive pricing, and ability to integrate with the SciQuest e-commerce portal.

Based on the vendor selected, the team will work on the migration of the catalog and customer support for the possible transition. PSB will support training to assist MIT staff in adapting to the new ECAT SciQuest front end.

Other activities will include promotion and marketing to build awareness of the ECAT business paper offerings. We anticipate new products to be developed, including a revised invitation package and an MIT customizable folder, as well as new products for the Facilities and Libraries custom catalogs.

In the year ahead, PSB will continue to collaborate with MIT Copy Technology Centers, evaluating the various business paper items offered through both groups, and identifying ways to improve quality and minimize costs while streamlining the process and maintaining the integrity of MIT's graphic identity program.

MIT Graphic Identity Program

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 improved site navigation. In the year ahead, we will continue to advise offices in the use of the graphic identity, and we plan to develop tools to assist MIT offices in designing departmental graphic identities that pair with the MIT logo.

Image Library

PSB has developed and maintained a library of MIT images available for use in MIT print and electronic communications. This year, PSB explored digital asset management systems on behalf of MIT communications offices that hold large collections of photographic images to be used in communications and marketing materials. Our goal

is to help offices across the Institute leverage photography purchased through an online image sharing solution.

PSB collaborated with the IS&T Information Software Development and Architecture group (ISDA) as it gathered requirements and began development of Thalia, an interface that will allow a department, lab, or center to upload images, assign metadata, and organize images into albums for sharing. PSB will represent the needs of the communications and marketing staff on campus and guide policies around appropriate usage rights and copyright assignment for images. Over the past year, PSB tested beta versions of Thalia and provided feedback to ISDA.

In the year ahead, PSB will pilot test Thalia by migrating the PSB online image library into this system. This requires testing, customization, organizing current images, and entering metadata for all images. We will also expand the PSB image library with new photography responding to suggestions from MIT communications staff.

These resources can be accessed by MIT staff at the PSB website noted at the end of this report.

Personnel

PSB staff receiving promotions this year were Kirsten Baumgartner, Maryann Czerepak, and Tom Pixton. Design manager Sandy Farrier left PSB to pursue other professional opportunities.

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 timely, accurate, and authoritative information about MIT's organization, programs, and policies. RPO publications include the MIT Bulletin, Organization Chart, and Reports to the President, as well as student and staff directories and an introductory booklet, MIT Facts.

Website makeovers highlighted the summer, fall, and spring seasons of 2006–2007. In the summer and fall, comprehensive redesigns of the Course Catalogue and MIT Facts websites added greater homepage functionality, enhanced navigation, increased accessibility, and improved ease of use. In addition, reusable, standards-compliant coding templates now form the basis of each site, facilitating the annual updates that will occur over the expected 3-to-5-year lifetime of the new designs.

In the spring, work on the redesigned MIT Organization Chart, which had made its long-anticipated debut on the web in February, resumed in order to add thumbnail photos of MIT's senior leadership to the otherwise austere chart format. This drive to

further personalize and clarify the organization chart coincided with the formation of President Hockfield's new administrative team. A significant addition to the organization chart website is a new page showing the relationships of MIT's Corporation and Institutional Officers.

In the winter, RPO passed what may have been the year's most significant test when it successfully executed an operational plan prepared by publication manager Kimberly Mancino to ensure that RPO would continue to function normally during her maternity leave. In a small office staffed with 3 FTE, this was no mean feat. Thanks to a well-defined workflow and the talents of a versatile, knowledgeable staff, Kimberly's Plan B was accomplished without a budget increase or the hiring of temporary or casual help.

What made the plan work was the creation of a team of freelance editors, supervised by RPO, who took on the bulk of the copyediting of the annual reports compiled in MIT's Reports to the President. This was by far the most extensive use RPO has made of freelance editors in recent years, and the results were encouraging. What the results confirmed is that continued use of this resource, together with careful supervision, can be an important means of improving the quality of MIT's annual reports.

Careful attention to clarifying, documenting, and improving RPO's workflow was a hallmark of the entire year. From creating a series of detailed how-to guides to engineering efficiency improvements in the office database and content management system, the effort to be clear about what it is we do, so that we can do it more productively, led to improved publication quality, more successful intra-office collaborations, and higher staff morale.

Examples of workflow-related accomplishments include the return of edited and properly formatted annual reports for document reuse by DLCs, continued purging of redundancy in MIT subject descriptions in the print catalogue, and a smooth transition into a successful working relationship with an entirely new catalogue production staff in the Registrar's Office.

Three noteworthy developments occurred toward the end of the academic year.

First, an open-source content management system, OpenCMS, was selected to replace Engenda as the designated host software for online updating of sections of the MIT Course Catalogue. Engenda, which RPO licensed in 2003 to host MIT's online office directory, has turned out to be a proprietary system with a very limited development path. By contrast, OpenCMS has no licensing fee, has an active development community, and can be installed on a low-cost Linux server. If the results of using OpenCMS to update the course catalogue are as successful as expected, active consideration will be given to the feasibility of migrating the Bluepages office-directory application from Engenda to open source.

Second, in consultation with MIT Mail Services, a decision was made to reconfigure the four issues constituting the MIT Bulletin in order to bring it into compliance with US postal regulations governing use of the periodical mailing permit. Beginning in

2007–2008, the four issues of the MIT Bulletin will be the Course Catalogue, the Student Directory, the Faculty & Staff Directory, and MIT Facts. It may be noted that this configuration returns the Bulletin to its historical roots as “a bulletin of information about the Institute, its government, staff, regulations, requirements for admission, facilities, and courses of instruction, both undergraduate and graduate.”

Third, a professional indexer was hired to correct the long-standing but still glaring deficiencies in the index of the MIT Course Catalogue. Working from page proofs as well as a fully indexed PDF copy, the re-indexing of the print catalogue was completed in June.

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, as well as the activities of 30 visiting committees that conduct biennial reviews of the Institute’s academic and research programs. The secretary also serves as secretary of the Corporation’s Executive and Membership Committees, recording officer of the Corporation, and joint signatory with the president in the awarding of academic degrees.

Corporation Meetings

Orientation Program and Annual Meeting

On October 5, 2006, 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 Audit Committees for a reception and dinner.

Chairman of the Corporation Dana G. Mead convened the annual meeting on October 6, 2006, at which six new members, four reelected members, and the 2006-2007 president of the Alumni Association, Martin Y. Tang, were introduced to the membership. Also introduced as new *ex officio* members were Sherwin Greenblatt, executive vice president and treasurer, and Kirk D. Kolenbrander, vice president for institute affairs and secretary of the Corporation.

The Corporation approved revisions to the Bylaws of the Corporation and the action of the president in the awarding of September degrees. President Susan Hockfield presented her report, Sherwin Greenblatt presented the report of the treasurer and the capital planning report, and Provost L. Rafael Reif discussed the financial model for the future.

Members also heard reports presented by Dana G. Mead, chair of the Membership Committee, A. Neil Pappalardo, chair of the Audit Committee, and Seth Alexander, president of the MIT Investment Management Company. Visiting committee reports were presented by their chairs for the Athletics, Physical Education, and Recreation; Biological Engineering; and Mechanical Engineering departments.

The Corporation welcomed Angela M. Belcher, the Germeshausen professor of materials science and engineering and biological engineering, whose work focuses on understanding and using the processes by which nature makes materials to design new hybrid organic-inorganic electronic and magnetic materials. Her presentation, entitled "Tool Kits for the Synthesis and Assembly of Materials for Electronics and Energy," resulted from the collaboration of many MIT faculty members who operate at the interface between chemistry and materials science and engineering, biology, and biological engineering. It was received with great interest and enthusiasm by the trustees.

At the Morning Program hosted by Nancy Mead for Corporation members' guests, the featured speaker was Jane E. Farver, the director of the List Visual Arts Center.

After the meeting adjourned, Corporation members joined their guests at the Corporation luncheon held at the Faculty Club, to which the day's featured speakers 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 as executive vice president and treasurer Greenblatt, Provost Reif, and Chairman Mead made presentations to the 25 attendees on the Institute's organization and finances.

December Meeting

At the quarterly meeting on December 1, 2006, the Corporation elected Theresa M. Stone as executive vice president and treasurer, and approved the selection of the Institute's external auditors for 2007, as proposed by A. Neil Pappalardo, chair of the Audit Committee. The Corporation heard reports from President Susan Hockfield, from Stephen A. Dare, the interim vice president for resource development, and from Chairman Dana Mead, who chairs the Membership Committee. In addition, visiting committee reports were presented by their chairs for the Materials Science and Engineering, Civil and Environmental Engineering, Mathematics, and Chemistry departments.

Robert J. Silbey, dean of the School of Science, reported on the findings of the Task Force on the Undergraduate Educational Commons, which he chaired, followed by a questions and answer period in which the trustees engaged in lively discussion.

At the conclusion of the meeting, Corporation members and their guests attended a luncheon at the Faculty Club, to which members of the Academic Council were invited. Brief presentations were made by dean of undergraduate education Daniel Hastings and dean for student life Larry G. Benedict to complement and expand upon Dean Silbey's remarks at the meeting.

March Meeting

At the quarterly meeting on March 2, 2007, the Corporation heard remarks honoring the transfers to life member emeritus for Morris Chang, read by Chairman Mead, and former president and chairman Paul E. Gray, read by president emeritus Charles M. Vest, and approved the action of the president in the awarding of February degrees.

Reports were presented by the chairs of the visiting committees for Physics, Music and Theater Arts, Engineering Systems Division, and the Media Laboratory/ Media Arts and Sciences. Additional reports were presented by Chairman Mead, in his role as chair of the Membership Committee; Martin Y. Tang, president of the MIT Alumni Association; and Linda C. Sharpe, chair of the Corporation Joint Advisory Committee on Institute-Wide Affairs (CJAC).

Emanuel M. Sachs, the Fred Fort Flowers and Daniel Fort Flowers professor of mechanical engineering, spoke to the Corporation at the invitation of the president. Professor Sachs, a member of the Mechanical Engineering faculty for more than twenty years, is an active participant in the Institute's Energy Research Council that was appointed by the president in November 2006 to coordinate and implement MIT's plans to meet the energy needs of the nation and the world.

The Morning Program for Corporation members' guests, hosted by Nancy Mead, featured a presentation by John Durant, director of the MIT Museum.

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 2007 were presented at the luncheon. Several Corporation members attended the afternoon community event featuring a roundtable discussion entitled "*I Learn Best When...*" that marked MacVicar Day.

Commencement Meeting

The final quarterly meeting of the academic year was held on June 8, 2007, prior to the Commencement Exercises at which Dr. Charles M. Vest, professor of mechanical engineering and president emeritus, was the principal speaker. At the meeting, members voted to approve the action of the president in the awarding of June degrees.

The active members of the Corporation unanimously elected two new life members, five 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 three reelected members. The trustees also 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. Harbo P. Jensen was announced as the incoming president of the MIT Alumni Association for 2007–2008, succeeding Martin Y. Tang, whose term ended on June 30.

The membership heard remarks transferring Alexander W. Dreyfoos, Jr. and Ronald A. Kurtz to life member emeritus, both read by their classmate and longtime friend Paul E. Gray, and the presentation of certificates and the reading of the Corporation Resolution honoring four term members whose terms of service ended on June 30.

Members heard reports from the chairs of the visiting committees for Economics, Biology, and Architecture, and for the Libraries. After the presentation of the report of the president by Susan Hockfield, the meeting concluded with the remarks of the retiring chair of the faculty, Steven R. Lerman.

After the meeting's adjournment, 41 Corporation members, including those in the Guests of Honor division, marched in the academic procession to Killian Court for Commencement Exercises, for which Alexander W. Dreyfoos, Jr., and Ronald A. Kurtz, both of the Class of 1954, served as Corporation marshals. A reception and luncheon for Corporation members, their guests, and officials and guests of the Commencement Committee followed at the Stratton Student Center.

Annals of Corporation Membership

Elected life member effective July 1, 2006

Morris Chang

Resigned from the Corporation effective December 31, 2006

Henry A. McKinnell, Jr.

Elected for one and one-half years to fill an unexpired term effective January 1, 2007

Abigail P. Johnson

Completed service as *ex officio* member effective January 4, 2007

Mitt Romney, governor, Commonwealth of Massachusetts

Ex officio member effective January 4, 2007

Deval L. Patrick, governor, Commonwealth of Massachusetts

Ex officio member completed service effective January 31, 2007

Sherwin Greenblatt, executive vice president and treasurer

Ex officio member elected effective February 1, 2007

Theresa M. Stone, executive vice president and treasurer

Completed service effective June 30, 2007

Mark P. Epstein, Jennifer A. Frank, Jorge E. Rodriguez, Robert E. Wilhelm

Elected to life member, effective July 1, 2007

Norman E. Gaut, L. Robert Johnson

Elected to a five-year term, effective July 1, 2007

O. Reid Ashe, Jr., Carly S. Fiorina, John W. Jarve, Raymond C. Kurzweil, Frederick A. Middleton, Jr., Barun Singh, Alan G. Spoon, Diana C. Walsh.

Ex officio member for a one-year term effective July 1, 2007

Dr. Harbo P. Jensen, president of the MIT Alumni Association for 2007-2008

Transfers to life member emeritus

Paul E. Gray (February 2007)

Morris Chang (March 2007)

Alexander W. Dreyfoos, Jr. (March 2007)

Ronald A. Kurtz (May 2007)

DuWayne J. Peterson (June 2007)

Corporation Committees

Advisory Committee on Shareholder Responsibility

The Advisory Committee on Shareholder Responsibility (ACSR) 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.

During the 2006-2007 academic year, the ACSR met five times to discuss issues regarding multinational corporations that might be doing business in Sudan, submitting recommendations on the issue to the Executive Committee in April. In May, the Institute affirmed that it would not invest in a company whose actions or expressed attitudes are abhorrent to MIT, and that it would divest as appropriate from portfolios over which it might exercise direct investment discretion in order to exclude securities that would violate MIT's investment principles.

The MIT Investment Management Company continues to monitor proxy votes in accordance with guidelines previously established by ACSR.

Audit Committee

Meetings of the Audit Committee were held on October 4, 2006, February 28, 2007, and June 6, 2007. 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. Following each meeting the committee met in executive session with members of the MIT administration, and with the external and internal auditors. The committee chairman convened 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., Gregory E. Moore, and Sanjay K. Rao.

The October meeting included a report from James L. Morgan, controller, and Seth Alexander, president of the MIT Investment Management Company, on the Fiscal 2006 financial statements and the Institute's gifts and investments. Paul Hanley of PricewaterhouseCoopers presented their report, which contained an unqualified opinion on the financial statements. Mr. Hanley also presented comments for Institute management addressing documentation for estimates of reserves on the financial statements, and the need for consistent training of staff involved in research administration. Deborah L. Fisher, Institute auditor, and Michael C. Bowers, associate audit director, reported on internal audit activities. An update on project work toward research administration compliance improvement was provided by Claude Canizares, vice president for research and associate provost, and Patrick Fitzgerald, director of the Office of Sponsored Programs. Mr. Morgan reported on the July 1, 2006, implementation of the SAP-Payroll system, which proceeded largely as anticipated. Reports on recent regulation and legislation were presented to the committee. The committee deferred a vote on management's recommendation to appoint the firm of PricewaterhouseCoopers as auditors for fiscal year 2007, subject to final negotiation of audit fees; approval was subsequently obtained.

The February meeting began with introductions of Theresa M. Stone, executive vice president and treasurer, and R. Gregory Morgan, vice president and general counsel, newly appointed since the October meeting. The quarterly report on financial results as of December 31, 2006, was presented, followed by a presentation of engagement scope for the examination of MIT's 2007 financial statements by Mr. Hanley, engagement partner at PricewaterhouseCoopers. The committee was briefed on continued progress toward improvements in research administration, with emphasis in particular on a new web-based training initiative ("STARWeb") to be piloted in several departments, labs and centers in the spring of 2008. Ms. Fisher delivered a summary report of the Audit Division's progress and results to date with respect to the 2007 Audit Plan; the committee requested further information regarding information security and protection of private data to be presented at a future meeting.

The June meeting included a presentation of the financial results for the third fiscal quarter, a discussion of the Institute audit as of June 30, 2006, 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 2008 plan of work. Professor Canizares, together with Colleen Leslie and Marilyn Smith, cochairs of MIT's Research Administration Improvement Initiative (RAII), presented the status of the aforementioned pilot of STARWeb, as well as a new emphasis on faculty outreach and interest in the RAI. The committee's interest in RAI continues to be high.

Corporation Joint Advisory Committee on Institute-Wide Affairs

The Corporation Joint Advisory Committee on Institute-Wide Affairs (CJAC), the only committee on campus consisting 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 2006-2007, CJAC meetings were held in conjunction with the quarterly meetings of the Corporation in October, December, and March.

Over the course of the 2006-2007 academic year, in the absence of a specific charge from the Corporation, discussions centered on opportunities for leadership training; funding and financial aid; teaching; mentoring and advising; graduate cohesiveness and engagement; and recruitment and shoring up of 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.

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 in the Multi Purpose Room of The Warehouse graduate residence hall and at Simmons Hall, the newest undergraduate 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, and noted that improvements in communications between the CJAC members and the Corporation could lead to greater interaction and efficiency. Discussions are underway to review the operating model of CJAC and to investigate opportunities for change.

Corporation Development Committee

The Corporation Development Committee (CDC) held its annual meeting on campus on November 16 and 17, 2006.

On November 16, following a late afternoon orientation program for new members presented by Stephen A. Dare, interim vice president for resource development, CDC members attended a welcome reception in the Brain and Cognitive Sciences Complex. In the absence of Dana G. Mead, chair of the committee, MIT president Susan Hockfield welcomed the CDC members to Cambridge for the committee's annual meeting. Her talk, "MIT: The Road Ahead," described the important activities that development makes possible, such as the way MIT educates its students, the Institute's stellar research programs, and investment in the campus infrastructure. The president also gave a snapshot of the freshman class, the Class of 2010; recognized the CDC members' generosity in the realm of financial aid; and offered a brief preview of the Campaign for Students, which she planned to describe in more detail the following day. The president thanked the CDC members for sharing their time, talents, and enthusiasm on behalf of MIT resource development. A dinner for the CDC followed in the BCS Atrium.

On November 17, President Hockfield convened the official annual meeting after breakfast in the Vannevar Bush Room. She gave an overview of the day's agenda, which was to include discussion of some critical institutional priorities and the ways in which they were being promoted and supported. In the B. J. Park (Class of 1961) and Chunghi Park Lecture Hall, the president, Provost Rafael Reif, and president of the MIT Investment Management Company Seth Alexander gave a presentation on MIT's funding priorities and initiatives. After a short break, the members reconvened in Building 1, where Stephen Dare spoke on the continued importance of CDC volunteers and MIT staff in a post-campaign environment, and Judith Sager explained the role of gift planning in Institute resource development. To give the CDC members a flavor of some of the Institute's more recent initiatives, Professor Ernest J. Moniz, the Cecil and Ida Green professor of physics and engineering systems, provided an overview of the MIT Energy Initiative, and Angela M. Belcher, the Gemeshausen professor of materials science and engineering and biological engineering, gave the last of the day's formal presentations, in which she described her recent research on nanostructures for energy applications.

Glen V. Dorflinger '46 received the Marshall B. Dalton '15 Award for extraordinary leadership in developing resources. Mark P. Gorenberg '76, the previous year's winner, was the presenter. The annual meeting closed with luncheon in the Vannevar Bush Room.

Executive Committee

Nine regular business meetings of the Executive Committee took place last year. Major topics for discussion included questions of finance and budget and of capital planning, in addition to initiatives and developments in education and research such as the establishment of the MIT Energy Initiative, continuing developments at the convergence of the life sciences and engineering, and the recommendations of the Task Force on the Undergraduate Educational Commons.

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 2006-2007 are detailed in the 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 the Corporation Joint Advisory Committee on Institute-Wide Affairs, sponsored a joint dinner meeting for students on October 5, 2006, in part to explain the nomination and election process for membership on the Corporation. Following the submission of applications of interested candidates, the committee met via two teleconferences, in January and February 2007, to review all nominee applications. From a group of 68 candidates, the committee selected eight 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. Mr. Barun Singh SM '06, ECS '06 received the nomination and was elected in June to serve a five-year term on the Corporation. The Screening Committee was chaired this year by Jennifer A. Frank, and its members were R. Erich Caulfield, Sudeb D. Dalai, Jorge E. Rodriguez, and Sanjay K. Rao.

Corporation Visiting Committees

Fifteen Corporation visiting committees convened for regular two-day meetings during academic year 2006-2007: Architecture; Biology; Brain and Cognitive Sciences; Chemical Engineering; Chemistry; Civil and Environmental Engineering; Economics; Electrical Engineering and Computer Science; Engineering Systems Division; Libraries; Materials Science and Engineering; Media Lab/Media Arts and Sciences; Music and Theater Arts; Physics; and Political Science.

In 2006-2007, the Institute's 30 visiting committees were composed of 414 persons filling 527 membership positions: 60 Corporation members filled 151 slots; 186 presidential nominees filled 194 slots; and 177 alumni nominees filled 182 slots. Nine people filled both a presidential nominee slot and an alumni nominee slot. Of these nine, one person also filled one additional presidential slot.

Women made up 29 percent of the visiting committee membership, an increase of 3 percent over 2005-2006, while minorities comprised 18 percent of the membership, an increase of 2 percent from last year. Of the members, 39 percent were affiliated with academia, 52 percent with business and industry, 3 percent with government and law, and 6 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 the fall and spring terms of 2006-2007. In all these activities, the staff serves members of the Corporation and of the visiting committees, faculty, students, and staff at MIT in support of the governance of the Institute.

Melanie A. McCue, senior administrative assistant, carried out her considerably complex assignments in coordinating the details of visiting committee meetings with her typical efficiency and enthusiasm. She also successfully oversaw our accounting and procurement processes, and carried out a mini-campaign to reorganize and purge

our office and archival files. Her major project this year was to redesign the Corporation website to include photographs and links for each of the Corporation members and the names of current members of all Corporation committees, including the 30 visiting committees. This single project has led to an enhanced familiarity with the Corporation by the members of the MIT community and others who visit the MIT website. We are grateful for this useful and attractive upgrade, and value all the work Melanie carries out in the office.

Nina M. Lombardi, administrative assistant II, after two-plus years in the Corporation Office, elected to leave MIT to pursue an interest in commercial real estate. Nina's contributions were valued by those with whom she came into contact, and we thank her for her meticulous preparations of all her work, including an office manual that will make adaptation to this position easy for her successors. Since mid-April we were assisted by Patricia V. Wright, whose temporary assignment in our office carried us through the critical final three months of the term so that year-end events were carried out with the highest levels of efficiency and grace.

We are grateful for the ongoing dedication and diligence of the Corporation Office staff to their responsibilities, which enable the office to deliver services of the highest quality to our constituent members and to faculty, staff and students around the Institute.

Kirk D. Kolenbrander

Vice President for Institute Affairs 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/>.