

## Associate Provost

The [associate provost](#) oversees three areas: extra-academic arts programs and institutions, international strategic programs and initiatives, and the OpenCourseWare (OCW) program. Arts programs include Arts Initiatives (to which the Office of the Arts reports), the List Visual Arts Center (LVAC), and the MIT Museum.

### The Arts

#### Accomplishments

The 2010–2011 academic year was one of the most successful for the arts in recent years, in large part because of their major role in MIT's 150th anniversary celebrations during the spring term.

The MIT 150 Exhibition launched the sesquicentennial events in January in the newly renovated Thomas Peterson '57 Gallery at the MIT Museum. LVAC presented two highly acclaimed exhibitions that reexamined early media pioneers Stan VanDerBeek and Juan Downey, fellows at MIT's Center for Advanced Visual Studies (CAVS) during the 1970s. The music that animated the Next Century Convocation on MIT's Charter Day, commissioned by the Council for the Arts at MIT, was composed by our faculty and performed by more than 400 student musicians. FAST, the Festival of Arts, Science and Technology, extended throughout the term. Clustered in five weekends and created by 392 faculty, students, and staff, the festival incorporated 61 concerts, exhibitions, installations, panels, and performances that drew a total audience of more than 32,000 people. All together, these events revealed in new ways that the arts are one of the most prominent elements of MIT's outreach to the public.

The events of the past year offered unprecedented opportunities for faculty, students, and staff to collaborate across the Institute around the arts. They created an aggregated picture, for the MIT community and the public at large, of the excellent but dispersed arts programs and activities at the Institute. In addition, the exhibitions and the festival demonstrated a central argument of the [recent white paper on the arts at MIT](#), namely that MIT's legacy and competitive advantage lies in research at the intersections of art, science, and engineering. This report was presented to the Academic Council in December 2010 and to the Faculty in February 2011, and was published by the provost in June 2011. The report's [executive summary](#) outlines several broad goals that build upon MIT's strengths.

The MIT Museum had an exceptional year over and above its prominent role in the 150th celebrations. It partnered with the Koch Institute for Integrative Cancer Research to open the Koch Institute Public Gallery in March, on the occasion of the formal dedication of the new building. Also, the museum expanded its pioneering role in the science festival phenomenon by cosponsoring the first international gathering of science events participants at a conference in Washington, DC. In addition to critical acclaim for LVAC's three exhibitions, including two mounted for the 150th anniversary, the center brought to completion two Percent-for-Art projects: Anish Kapoor's *Non-*

*Object (Plane)* for the Stata Center and Martin Boyce's *Through Layers and Leaves (Closer and Closer)* for the Koch Center. The Catalyst Collaborative at MIT (CC@MIT) had its most successful production to date, *Breaking the Code*, a play and related programming about British mathematician Alan Turing, best known for breaking the Nazi's Enigma code; the production was presented in conjunction with the Festival of Arts, Science and Technology.

### **Current Goals**

*Lead the Council for the Arts at MIT (CAMIT) in an effort to set goals for the next decade.* The council's executive committee is discussing its mission and plans for a retreat, to be held in September 2011, that will focus on setting new goals to commemorate CAMIT's 40th anniversary in 2012.

*Continue the momentum created by FAST.* The festival was a great success and has lessons to offer about activating the entire campus and fostering collaborations across many disciplines. The question now is how to capitalize upon this success.

*Revitalize the Artist-in-Residence Program.* The goal of this effort is to foster cross-disciplinary collaborations and greater integration with ongoing research and teaching in departments, labs, and exhibiting institutions at the Institute.

### **Administrative Initiatives**

A new Artist-in-Residence committee is leading the reorganization of the program. The committee is chaired by the executive director of arts initiatives and composed of faculty in the creative arts and the directors of LVAC and the MIT Museum.

The reorganization of the Office of the Arts has created a stronger and more cohesive staff, with a renewed sense of mission.

The associate provost chairs the Creative Arts Council and the advisory board of the Catalyst Collaborative at MIT. He is a member of the executive committee of CAMIT and of the advisory boards of LVAC and the MIT Museum.

### **Future Plans**

Plans are under way for the next gala in celebration of the Eugene McDermott Award in the Arts at MIT and the 40th anniversary of CAMIT.

### **Personnel**

Jane Farver retired as director of the List Visual Arts Center after nearly 12 years of service, effective June 30, 2011. A search is under way for a new director. Departures and new appointments in the Office of the Arts, LVAC, and the MIT Museum are noted in their respective reports.

## International Initiatives

### Accomplishments and Finances/Funding

The International Advisory Committee (IAC), co-chaired by the associate provost and the vice president for research, continued to review proposals for new and existing international programs across the five schools. IAC's findings and recommendations for the year are being compiled and will be transmitted to the president and provost. The committee conducted several internal discussions about international strategies, lessons learned from existing international programs, and where MIT faces its greatest challenges and competition on the international front. As a consequence of these discussions, IAC scheduled a major retreat for the late summer of 2011 on MIT's international strategies and possible new models.

The MIT-SUTD (Singapore University of Technology and Design) Collaboration, under the direction of professor Sanjay Sarma (Mechanical Engineering), reports to the associate provost, who chairs the collaboration's steering committee. The collaboration, which builds on more than a decade of MIT education and research activities in Singapore, is to date the largest and most complex university capacity-building endeavor in MIT's history. The MIT-SUTD collaboration has made excellent progress in the area of curriculum development and has also contributed to efforts to recruit the collaboration's first faculty members. The International Design Center constitutes the research arm of the collaboration. The appointment of a co-principal investigator of distinction for MIT-SUTD will accelerate joint research efforts.

The effort to help the government of Rwanda develop a climate observatory, expected to be the largest in equatorial Africa, has been making progress in recent months. The associate provost and professors Maria Zuber and Ronald Prinn of the Department of Earth, Atmospheric, and Planetary Sciences are leading this effort, which emerged from a field trip made to Rwanda in November 2009 at the request of the Rwandan government.

The associate provost continued to advise the Greater China, India, and Middle East strategy working groups on designing and implementing strategies for these countries and regions. The Greater China Strategy Working Group, chaired by professor Victor Zue (Department of Electrical Engineering and Computer Science and Computer Science and Artificial Intelligence Laboratory), issued a major report on MIT's strategic goals for Greater China in the coming decade in August 2010 and presented its findings to the Academic Council and the MIT Faculty in late 2010 and early 2011, respectively (see <http://web.mit.edu/provost/reports/Final-GCSWG-Report-December2010.pdf>).

Madame Liu Yandong, state councilor and the highest-ranking woman in the government of China, visited MIT in April to deliver a China Forum lecture hosted by president Susan Hockfield, and to participate in the signing of a memorandum of understanding that establishes a fellowship program with the China Scholarship Council to sponsor students from China to study at MIT (see <http://global.mit.edu/projects/project/chinas-state-councilor-madame-liu-yandong-mit/>).

Also in April, the first of nine Low Carbon Energy Executive seminars for Chinese government officials, industrialists, and educators was offered by the MIT Energy Initiative (MITEI), with more than 30 participants from China in attendance. The seminars are paid for by the Chinese government and emerged from President Hockfield's June 2010 visit to China.

The associate provost, in cooperation with the Global Initiatives office in Resource Development, established two new faculty innovation funds for India and China as part of the MIT International Science and Technology Initiatives (MISTI) seed fund initiative; \$150,000 each for India and China was made available for research and educational seed initiatives.

The associate provost has replaced former chancellor Phillip Clay as chair of the Advisory Council of the Kuwait Center for Natural Resources and the Environment, which will have new faculty leadership effective July 1. Professor Mujid Kazimi and associate professor Jacopo Buongiorno of Nuclear Science and Engineering will serve as director and associate director, respectively. The associate provost has also replaced Professor Clay as chair of the Advisory Council for the MIT Portugal Program, which is now directed by professor Dava Newman (Aeronautics and Astronautics).

## **Future Goals**

Goals in the area of international initiatives are as follows:

- Build on the work of the Greater China Strategic Working Group, which has been reconstituted to focus on the implementation of the China strategy report

- Accelerate the activities of the India Strategy Working Group and develop new resources for research and educational programs in and with India through the MIT India Trust and the MIT-India Innovation Fund

- Advance the Middle East Strategy Working Group's discussions about MIT's Middle East strategies

- Continue to monitor, through IAC, all major international research and education programs, especially those in Singapore, Abu Dhabi, Saudi Arabia, Portugal, Spain, Brazil, Russia, and China

- Find a solution for regularly updating and strengthening the impact of the Global MIT website, which is listed on the MIT homepage

## **OpenCourseWare**

### **Accomplishments**

In its 10th anniversary year, OCW published 64 new courses and updated/refreshed 98 previously published courses, for a total of 162 courses published during the year. This brought the total number of courses on OCW to 2,074. OCW also added six substantial supplemental resources, bringing the total number of these educational enrichment units to 34.

In FY2010, OCW received a grant of \$2 million over three years from the Stanton Foundation to publish materials for 20 foundational courses specifically structured for independent study. In January 2011, OCW published the first five of these “OCW Scholar” courses: 8.01 Physics I (Classical Mechanics), 8.02 Physics II (Electricity and Magnetism), 18.01 Calculus I (Single Variable Calculus), 18.02 Calculus II (Multivariable Calculus), and 3.091 Introduction to Solid State Chemistry.

Other work this year included completion of 10 courses for the MIT-SUTD Collaboration (funded through an agreement between MIT and SUTD), publication of three courses for MITEI (funded by the Bechtel Foundation), and initiation of the Chemistry Outreach project in collaboration with the Chemistry Department (funded by a gift from the Dow Chemical Company).

OCW garnered the following awards and recognition during the past year: *Science* Prize for Online Resources in Education (SPORE) from the American Association for the Advancement of Science and *Science* magazine, one of *Time* magazine’s “50 Best Websites of 2010,” and the World Innovation Summit for Education (WISE) award (one of six laureates, \$20,000 prize) from the Qatar Foundation.

### **Administrative Initiatives**

A number of new members were added to the OCW External Advisory Board. This year’s meeting was held on May 4, 2011, in conjunction with the OCW 10th anniversary celebration and coinciding with the OpenCourseWare Consortium’s annual international meeting held on the MIT campus. The consortium elected a new president from a European university, representing a significant step in the transition of leadership of the consortium from MIT to the global OCW community.

### **Finances/Funding**

OCW expenses for FY2011 totaled \$3.5 million, about four percent below the budget of \$3.7 million. OCW received \$425,000 in individual donations in FY2011, nearly doubling the prior year’s total. In line with the OCW sustainability plan, other efforts included the hiring of a corporate relations manager to spearhead the corporate underwriting/sponsorship program approved last year. OCW also worked closely with the Resource Development Office (RDO) to raise mutual understanding and awareness with the goal of strengthening RDO commitment to raising funds for OCW. Feedback indicated that the meetings were helpful, although no major gifts materialized during the year.

### **Future Goals**

As OCW looks forward to FY2012, it will continue to publish new and updated MIT courses. OCW will publish seven more Scholar courses and will continue development work on the SUTD, MITEI, and Chemistry collaborations.

OCW has begun a major project to redesign its website. This project, to be completed late in 2011, will update the overall look and feel of the site to convey a more dynamic, fresh, innovative personality for OCW with increased social media integration. It will also

create opportunities for showcasing courses and resources, a platform on which to build content collections and future enhancements, and improve the overall user experience to increase discoverability of resources and inspire repeated use of the site.

Over the course of the coming year, OCW expects to undertake a strategic planning process to understand and address the challenges and opportunities facing it over the next three to five years.

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