

## Vice President for Resource Development

Resource Development recorded its most successful fundraising year in MIT history in FY2011.

- Cash gifts and the fair market value of non-cash gifts totaled \$545.2 million (75% increase over FY2010).
- New gifts and pledges totaled \$550.1 million (more than double FY2010 receipts, an MIT record).

(New gifts are comprised of cash and the fair market value of non-cash gifts received in full during the year, while pledges may be paid over the course of more than one year.)

These achievements have been sustained by the active partnership of faculty, administrators, and volunteers in the critically important work of institutional development. Three major fundraising initiatives continued to be a primary focus for Resource Development: the Campaign for Students, the MIT Energy Initiative (MITEI), and the David H. Koch Institute for Integrative Cancer Research. The Campaign for Students successfully concluded on June 30, achieving \$578 million (on a total \$500 million goal) through the significant efforts of volunteer leadership and contributions from more than 48,000 alumni, parents, and friends. Resource Development was also engaged in significant planning for MIT's next major fundraising initiative.

FY2011 totals surpassed MIT's prior peaks in fundraising in FY2005 and FY2006. The total does not include the \$9.8 million in unrestricted support from Industrial Liaison Program (ILP) members. To make appropriate comparisons, support designated to the Broad Institute in prior years is omitted, in keeping with the reporting practices of other units at the Institute.

Cash receipts and cash equivalent receipts of \$545.2 million for FY2011 compare with:

\$311.2 million in 2010  
\$269.0 million in 2009  
\$279.4 million in 2008.

Gifts-in-kind, principally of equipment, totaled an additional \$434,172.

**Jeffrey L. Newton**  
Vice President for Resource Development

## Office of Philanthropic Partnerships

The Office of Philanthropic Partnerships (OPP) was created in FY2008 as the centerpiece of MIT's principal gifts program. The office tracks and engages the Institute's most generous donors, cultivating and soliciting prospects with the capacity to contribute

\$5M or more to the Institute. In FY2011, OPP expanded from a staff of 11 to 21, the result of a restructuring within Resource Development. This process established three specific departments within OPP: Philanthropic Advising, Global Initiatives, and Donor Relations and Presidential Projects.

At the core of its activities, OPP is responsible for ensuring that the Institute's relationships with top-rated fundraising donors and prospects (there are approximately 400) are managed with the highest quality and coordination. OPP develops and manages the president's resource development calendar, development travel, targeted donor meetings, and all correspondence associated with presidential prospects. In addition, it manages the Corporation Development Committee (CDC), coordinates with the Office of the Secretary of the Corporation and the Alumni Association on visiting committee nominations, and drives fundraising plans for MITEL, the Koch Institute, and major global markets, including China and India.

In the past year, OPP assumed primary responsibility for several significant Institute initiatives, events, and projects, including the MIT weekend in Monaco; the Corporation partners program; the Koch Institute dedication dinner; the creation and launch of the president's Charter Society; and major capital project fundraising for Maseeh Hall and The Howard Dining Hall, Walker Memorial, and E52 (MIT Sloan).

In FY2011, OPP achieved the following results, in collaboration with all Resource Development offices and the Alumni Association:

- 4 new gifts/pledges of \$5M or more, totaling \$51,165,650
- 15 cultivation/stewardship dinners and/or receptions at Gray House, the president's residence
- 16 presidential trips for Resource Development (12 domestic, 4 international)
- 150 individual presidential prospect/donor appointments and meetings
- 27 presidential Resource Development events
- 10 presidential appearances at Alumni Association events

**Beth B. Raffeld**  
Senior Director, Office of Philanthropic Partnerships

### **Office of the Executive Director of Development**

The Office of the Executive Director of Development oversees the offices of Individual Giving, Campaign for Students, Foundation Relations, Gift Planning, and Development Services (which includes stewardship, research, prospect identification, systems, and events).

## Office of Individual Giving

In FY2011, the Office of Individual Giving included the offices of Leadership Giving, Gift Planning, and Special Constituencies. The Office of Leadership Giving (OLG) cultivates and stewards individual alumni and friends capable of making gifts of \$100,000 or more. OLG works with other offices in Resource Development, the Office of the President, and the Office of the Chairman of the Corporation, as well as deans, department heads, and volunteers from across the country. OLG staffs a large number of one-on-one visits between senior Institute leaders and important alumni prospects and donors.

In FY2011, OLG officers raised \$25M in new gifts and pledges, following 1,242 personal fundraising visits with alumni. Priorities included initiatives in the Campaign for Students, cancer research, and energy. Coordinated and collaborative relationships with the Alumni Association and school-based development officers played a key role in the effort.

## Campaign for Students

The five-year, \$500M Campaign for Students set out to increase undergraduate and graduate aid and enhance student life and learning opportunities. The campaign's private phase began in July 2006, with a public launch in October 2008. Completion coincided with the Institute's sesquicentennial celebration, in 2011. The campaign exceeded its total goal, raising \$578M by June 30.

Campaign priorities included undergraduate and graduate financial aid, curriculum innovation, undergraduate research opportunities, international educational experiences, public service initiatives, and student life. During FY2011, the campaign office worked closely with OPP, OLG, Gift Planning, the Alumni Association, and CDC to leverage existing events; bring MIT students, faculty, and administrators into contact with supporters of the campaign priorities; and ensure that campaign messaging to alumni and donor audiences was consistent.

The campaign's five volunteer co-chairs were:

Lawrence Fish

Thomas Gerrity '63, SM '64, PhD '70

Mark Gorenberg '76

Martin Tang SM '72

Barrie Zesiger HM

In addition to providing leadership counsel, the cochairs focused on soliciting Corporation and visiting committee members, CDC members, and other prospective donors.

## **Gift Planning**

The Office of Gift Planning (OGP) engages donors in estate planning and conversations that result in life income gifts and bequests. OGP supports the work of OLG, OPP, the schools, the Koch Institute, MITEI, MIT Libraries, the Alumni Association, and the McGovern Institute for Brain Research. In FY2011, OGP accepted \$18.7M in gifts to life income funds—more than double the FY2010 receipts—and another \$3.8M in bequests.

Collaboration with the Koch Institute and MITEI enabled OGP to raise several new outright and planned gifts. The office also worked closely with the Alumni Association on reunion solicitations, volunteer training, and gift planning mailings in the reunion appeal. The option to participate in the MIT endowment through the establishment of unitrusts was particularly appealing to donors.

OGP engages in a variety of activities, including individual donor visits, proposals to donors, strategy sessions, and solicitations. Life income gifts provide funding for scholarships, fellowships, cancer research, MITEI, professorships, MIT Libraries, and general needs. OGP also seeks to increase awareness of gift planning among internal and external constituencies, and to cultivate relationships with current donors while supporting the work of other Resource Development staff, the schools, and the Alumni Association. OGP works closely with donors and their advisors to solicit bequests for the Institute. In some cases, these bequests are realized within a short time frame and result in unrestricted gifts or endowed scholarships.

## **Development Services**

The Office of Development Services provides stewardship and reporting to donors; event planning and execution; individual prospect research; information management; business intelligence; technology management; and training support to Resource Development and its partners. In FY2011, the office continued to focus on strategic areas of research, donor engagement, fund compliance, events management, information administration, and technology to enhance the support it provides to fundraisers.

## **Stewardship**

The stewardship team designed individual prospect plans and launched coordinated strategies to engage major donors in areas they support, as well as in the Campaign for Students. The office managed tight resources and limited staffing to streamline the scholarship and fellowship reporting process and to deliver personalized presidential acknowledgment letters to the Institute's most loyal donors. It facilitated campus meetings between donors and students, as well as the annual brunch recognizing scholarship, Undergraduate Research Opportunities Program, and fellowship recipients—held this year in conjunction with the Institute's 150th convocation, with more than 450 donors and students attending. The office issued more than 450 scholarship reports, and helped increase the number of student thank-you letters to donors by implementing better systems for sharing information among students, student financial systems, and development officers. The office generated more than 600 presidential acknowledgement letters and created more than 1,500 endowment reports, providing assurances of careful financial management and transparency to donors throughout the Institute.

## **Research**

Research continued to focus on providing business intelligence and analysis on known prospects, and on finding new ones. Significant effort was made to brief senior officers, with 966 detailed reports prepared in FY2011. The team leveraged technology to produce briefings more efficiently, and continued to assist other units within Resource Development on the imaging and indexing of paper files into its document management system.

## **Prospect Identification**

Prospect identification evaluations rose to 1,246 this year, with 712 new major gift prospects identified. In addition to ongoing data modeling projects and screenings, the office evaluated special constituencies and developed new models to quantify attachment.

## **Events**

The events team collaborated with offices within Resource Development and across campus to create gatherings for prospects and donors. High-level outreach was achieved through 63 events held throughout the country, attracting more than 2,100 unique attendees. Highlights included the dedication of the Koch Institute and various events around MIT150, the Institute's sesquicentennial celebration. Collaboration between Resource Development and the Alumni Association was key to maximizing donor involvement during the joint annual CDC and Alumni Leadership Council meeting.

## **Systems**

The systems and reporting groups served more than 400 clients within Resource Development and throughout the Institute, resolving more than 5,000 calls to RDCompHelp—Resource Development's computer support telephone line—and fulfilling 1,044 data requests. Continued maintenance of systems, hardware, and software ensured smooth, uninterrupted service to users. Projects completed during FY2011 include a database upgrade, a streamlined stewardship reporting system, an automated system to "file" documents to the electronic development office files, and the design and implementation of new prospect management web forms to collect critical prospect management data for enhanced management reporting and metrics.

**Robert D. Scott**  
Executive Director of Development

## **Office of Corporate Relations**

The Office of Corporate Relations (OCR), which includes the Industrial Liaison Program (ILP), creates and strengthens mutually beneficial relationships between MIT and corporations worldwide. In FY2011, ILP achieved revenues of \$9.8M, the highest in the 63-year history of the program.

OCR staff provided support to senior administrators in corporate relations activities as well as in major MIT international and corporate partnerships. OCR staff continued to work with faculty leadership at MITEI to secure commitments from companies to join the MITEI Industry Consortium, including existing ILP member Ferrovial, which joined MITEI as a research sponsor in the past year. Staff maintained excellent relations with all MITEI sustaining and founding members as part of the MITEI/ILP partnership structure.

OCR staff focused on supporting Institute-wide efforts to secure corporate funding streams by identifying and catalyzing opportunities for faculty to acquire research and other gift support from ILP member companies, and assisted faculty efforts with member firms. Nearly half of ILP member organizations provide financial support to MIT through research and gift funding.

OCR organized seven major conferences in FY2011, several in conjunction with major MIT organizations or ILP members. These included the third Achieving Growth through Strategic Innovation conference with Agoria, in Brussels; the Innovation in a Networked World conference with the Austrian Federal Economic Chamber, in Vienna; a joint chief information officer conference with the MIT Sloan Club of Boston; and the first Emerging Technologies Conference partnership in India with MIT's Technology Review.

In recognition of its status as an Institute cost recovery unit, OCR gained approval to modify its financial model in FY2012 to a net contribution framework. In this model, revenue achievement is emphasized and traditional operating expenses are directly managed against the revenue. Direct faculty and departmental support will continue to be allocated and the resulting balance, or "net contribution," will be returned to MIT at year's end to support the ongoing unrestricted operations of the Institute.

**Karl F. Koster**  
Executive Director of Corporate Relations

### **Office of Foundation Relations**

The Office of Foundation Relations (OFR) engages private foundations to maximize their support for MIT. To do this effectively, OFR staff keep current on trends in the field; proactively identify faculty projects and institutional initiatives that might align with foundation interests; work with senior leadership, faculty, and administrators to develop and implement customized strategies for securing foundation support; facilitate interactions with and develop top quality proposals for foundations; develop and manage relationships with a broad range of foundations; and reach out to foundation officials regularly to explore possible areas of collaboration. In July 2010, Lindley Huey was appointed director. OFR had eight staff during FY2011, with three positions (in addition to the director) focused primarily on frontline fundraising.

In FY2011, new gifts and pledges to the Institute from private foundations and charitable trusts totaled approximately \$90M, with approximately \$116M in pledge balances in the pipeline. OFR staff were directly involved—in collaboration with other Resource



Development offices and school-based development staff—in securing 45 foundation gifts/pledges of \$100K and above, comprising approximately \$22.2M of the \$90M total. Six of these were gifts/pledges over \$1M (\$9.8M total). New and continued major foundation support was achieved with OFR involvement for a wide range of initiatives, school priorities, and faculty projects, from the Production in the Innovation Economy (PIE) study, the Abdul Latif Jameel Poverty Action Lab (J-PAL), and the Koch Institute, to the List Visual Arts Center, MIT International Science and Technology Initiatives (MISTI), the Office of Engineering Outreach Programs, and more.

Additionally, OFR undertook two major internal projects:

- Strategic Planning: OFR staff engaged in a comprehensive strategic planning effort focused on fundraising activities, internal organization, and related issues.
- Metrics: OFR worked to develop tailored metrics to accurately and systematically record and report on foundation fundraising activity, as part of a larger Resource Development effort.

**Lindley Huey**

**Director of Foundation Relations**

### **Office of Global Initiatives**

The Office of Global Initiatives (OGI) is a principal gifts fundraising program under OPP. The office works collaboratively across the Institute to cultivate and solicit international prospects and identify global funding opportunities for MIT, and internally with Resource Development colleagues to cultivate and solicit gifts to international programs from domestic prospects.

In FY2011, OGI:

- Managed 15 international cultivation dinners and events: London, 4; Davos, 3; Greece, 1; India, 2; Taiwan, 1; China, 1; Abu Dhabi, 1; Thailand, 2.
- Planned 12 complex international trips for the president and senior officers:
  - Susan Hockfield, President: Abu Dhabi, London, Switzerland
  - Victor Zue, Director, Computer Science and Artificial Intelligence Laboratory: Greater China
  - Philip Khoury, Associate Provost: Greater China
  - Philip Clay, Chancellor (until March 2011): United Kingdom (UK) and Greece
  - Deborah Fitzgerald, Dean, School of Humanities, Arts, and Sciences (SHASS): India
  - Ernest Moniz, Director, MITEI: UK

- Seth Alexander, President, MIT Investment Management Company (MITIMCo): UK
- Daniel Hastings, Dean for Undergraduate Education: Hong Kong
- Eric Grimson (as of March 2011), Chancellor: Beijing
- Jeffrey Newton, Vice President for Resource Development: Taiwan.
- Staffed more than 175 individual, face-to-face meetings with prospects and donors.

In addition, OGI facilitated dialogues with high-level members of government, industry leaders, and heads of academic institutions at the World Economic Forum, in Davos; the World Future Energy Summit, in Abu Dhabi; and at campus events, including the MIT–Greater China Forum and the B&K Securities MIT–India Forum. These exchanges enhanced the Institute’s visibility overseas and made new connections in countries where there was not yet a strong culture of philanthropy.

As a result, OGI, in conjunction with the Office of Major Agreements, successfully established:

- the MIT-China low carbon energy leaders program
- the MIT–Shanghai Jiao Tong University fellowship program
- a memorandum of understanding between MITEI and Électricité de France, the world’s largest utility company
- a UMI, or joint international laboratory, between MITEI and the Center national de la recherche scientifique
- an agreement between the Université catholique de Louvain and MISTI
- the MIT–India Trust, an entity that eases the gift-making process by lifting tax barriers and legal restrictions on funds leaving India.

OGI also participated in key global strategy discussions through its active involvement in the MIT–Greater China Strategy Working Group and the MIT–India Executive Committee. Out of these groups came two significant accomplishments: (1) establishment of the MIT–India Trust, a mechanism that assists Indian donors with making gifts to MIT, and (2) the MIT–Greater China Advisory Council, a high-impact cadre of the Institute’s most influential and generous friends who will raise funds for MIT in the Greater China region. In addition, OGI joined an ongoing, faculty-led conversation in the International Activities Committee about models for international engagement. This effort will culminate in a day-long retreat and strategy session, which will help shape the goals and ambitions for the year ahead.

**Arundhati Tuli Banerjee**  
**Director of Global Initiatives**



## Office of Communications

The Office of Communications is an in-house “creative agency” serving the fundraising programs in Resource Development, with a consulting relationship to Alumni Association colleagues. Its writers, editors, and graphic artists offer (strategic) communications counsel, and produce a wide range of materials to engage, cultivate, solicit, and steward Resource Development’s many constituents—MIT’s alumni, parents, grandparents, and friends, as well as foundations and corporations. Office of Communications work intersects with the president’s office, the news office, the schools, departments, and centers. Its aim: to express the vision of MIT’s academic leadership candidly, credibly, and steeped in the Institute’s culture—paying attention to the needs of an astute and accomplished audience as much as to its own needs. It measures its effectiveness by how well it is helping its Resource Development and Alumni Association colleagues achieve their bottom-line goals.

As in years past, the Office of Communications has worked in a variety of forms, from paper to the web, film, and social media. It produced more than 120 projects in FY2011, including proposals, direct marketing pieces, videos, event collateral, remarks, periodicals, publications, and brochures. The majority of its resources, 65%, served top- and second-tier donors through OPP and OLG. About 15% was devoted to OGI, 10% to OPG, 5% to OFR, and 5% to Alumni Association and internal Resource Development initiatives.

Notable FY2011 projects for the Office of Communications include:

- Major proposals for the Swanson Biotechnology Center, the Bridge Project, and arts and economics initiatives.
- Event collateral for the MIT Monaco weekend, the president’s Charter Society launch, and the annual scholarship and fellowship brunch.
- MIT150 celebration brochure and collateral.

**David J. Gibson**

**Senior Director of Communications**

## Corporation Development Committee

In FY2011, the Corporation Development Committee (CDC) advanced its fundraising outreach throughout the nation. With Joseph Levitch accepting the position of Midwest regional chair, all eight regions became fully operational and mobilized. To increase cohesion among members, the role of national engagement chair was created and filled by long-standing CDC member Gerald Appelstein.

This year, the CDC placed greater emphasis on individual prospect engagement, with many members maintaining active portfolios ranging from two to ten leadership and principal gift prospects. Members continued to screen rated prospect lists based

on location, profession, living groups, and other affiliations. Events also continued to play a major role in cultivation efforts, with CDC members hosting or partnering in more than 20 events for visiting leaders and faculty including president Susan Hockfield; chancellor Eric Grimson; SHASS dean Deborah Fitzgerald; Koch Institute executive director Robert Urban; and professors Hugh Herr, Andrew Lo, and Mehmet Yanik, among others. Additional events highlighted the Department of Athletics, Physical Education, and Recreation, parent prospects, women leaders, and the MIT150 celebration.

The CDC annual meeting was again held in conjunction with the Alumni Leadership Conference, on October 22 and 23. More than 50 members attended, making a new record. Chairman of the Corporation John Reed presided over the two-day meeting, which featured:

- Small-group sessions on major Institute fundraising initiatives, including energy research, cancer research, W1 (now Maseeh Hall and The Howard Dining Hall), and leadership.
- Fundraising and financial updates from vice president for Resource Development Jeffrey Newton, executive vice president and treasurer Theresa Stone, and MITIMCo president Seth Alexander.
- A panel highlighting the full spectrum of individuals—donor, researcher, faculty leader, gift officer—involved in a single gift to the David H. Koch Institute for Integrative Cancer Research.
- Interactive training sessions leading members from the initial conversation with a prospect through successful gift closure.

The crowning event of the annual meeting was the Friday dinner at the new Media Lab Complex, hosted by President Hockfield, during which regional chairs gave updates on CDC progress in their areas and shared upcoming activity. The 2010 Marshall B. Dalton '15 Award was presented to Lois Champy, by 2009 recipient Douglas Bailey, for her extraordinary leadership in developing resources for MIT.

In addition, the following regional meetings were held throughout the country:

July 19, 2010, New England: Regional chair Lois Champy hosted a tour of Maseeh Hall and The Howard Dining Hall, led by Richard Amster, followed by a reception at the Sailing Pavilion. Phillip Clay, Jeffrey Newton, and key members of the sailing program highlighted funding needs for residential living and athletics, with students from the Phoenix Group and undergraduate athletes as featured guests.

September 20 and 23, 2011, Metropolitan New York: Regional cochairs Armen Avnessians and Douglas Bailey divided the New York membership into Manhattan and Southern Connecticut-based groups and conducted focused sessions launching a new CDC stewardship effort. Each CDC member was assigned a group of high-level donors to thank for their recent gifts, and was asked to actively participate in the continuing cultivation strategy.

February 15, 2011, Texas: Regional chair D. Fort Flowers hosted a working lunch with recently recruited CDC members Marcela Donadio and R. Gregory Turner. During the meeting, the three members screened all rated prospects in the Houston area and selected prospect assignments for solicitation. Particular focus was placed on parent prospects.

February 23, 2011, Southern California: Chancellor Grimson met with CDC regional leadership, including new chair Henry Lichstein, to provide an update on the Campaign for Students, share insights on the student experience, and explore strategies for engaging all (and particularly Course VI) alumni.

May 11, 2011, Metropolitan New York: Barrie and Albert Zesiger opened their home for a discussion with Chancellor Grimson, who offered insights into the opportunities, needs, and aspirations of today's MIT students. Members divided into groups to address three main areas: (1) engaging the next generation of philanthropists, (2) cultivating non-alumni friends of the Institute, and (3) establishing new levels of giving recognition societies.

May 19, 2011, Mid-Atlantic Region: Upon the occasion of President Hockfield's visit to Washington, DC, the regional members met with the president prior to her MIT Club presentation. Chair Mark Epstein opened with a brief progress report for this active region, and then President Hockfield presented an update on key Institute initiatives, such as manufacturing in America, the MIT150 celebration, and the success of the Campaign for Students.

June 14, 2011, Northern California: Regional chair John Jarve convened the members for a roundtable discussion with Julie Norman, Director of Undergraduate Advising and Academic Programming and Senior Associate Dean for Undergraduate Education. Campaign for Students cochair Mark Gorenberg presented the outcomes of the five-year campaign, and members of the Resource Development team shared end-of-year fundraising progress in the region.

The Florida region did not convene because of the region's short season but met during the CDC annual meeting. This group of five is actively meeting with prospects and managed 40 in the territory in FY2011.

**Andrea Cheng**

**Director, Corporation Development Committee, Presidential Events**

### **Office of the Recording Secretary**

The Office of the Recording Secretary (ORS) receives gifts on behalf of the Institute and provides expertise and consultation on gift policies and procedures. The office prepares tax receipts; deposits gifts; and provides the official recordkeeping of pledges and gifts of cash, securities, mutual funds, and gifts-in-kind. In addition, the office ensures the maintenance, safekeeping, and accessibility of permanent records of gifts, including original documentation of gift memoranda, gift agreements, pledges, trust instruments, and other legal documents associated with gifts. The office has oversight of the approval,

creation, and maintenance of all endowed funds and works with senior representatives of the Institute to formulate policy and implement established guidelines.

This year, ORS and the gift records office of the Alumni Association recorded 62,000 gifts. This represents a 3.3% increase in the number of transactions processed in FY2010. RSO was responsible for recording 98% of the revenue, representing just less than one-quarter of the transactional volume. There were no shifts in method of giving in RSO's gifts, with gifts by check (8,324) accounting for more than half the volume (15,007). Overall, there was a 4% increase in credit card giving in the total volume.

Meetings of the Gift Policy Committee, chaired by the recording secretary, continued in FY2011 and convened six times during the year. Topics included international agreements, Office of Foreign Asset Control issues, gift annuity rates, and planned giving policies. The committee also reviewed in detail issues surrounding a number of new major gifts to MIT. A new and related cross-functional committee, the Gift Policy Subcommittee, was formed and includes key staff members of RSO, MITIMCo, and Resource Development (stewardship and planned giving). This year's topics have included separately invested funds and life income gift acceptance guidelines.

RSO works closely with the Office of the Vice President for Finance. The recording secretary is a member of the Endowment Net Asset Project Business Process Steering Committee, whose purpose is to assess accounting and document reporting processes for the endowment. Objectives are to simplify, automate, quicken, and improve the quality and reporting of endowment net assets.

RSO continued its work on a project to review several hundred funds to ensure that true endowment is not comingled with non-endowment funds. This year efforts resulted in the segregation of comingled funds totaling more than \$4M. There remains \$5M to be completed in FY2012. RSO, the Office of Sponsored Projects, and OFR continue close collaborations to ensure that foundation funds are captured correctly for recordkeeping and stewardship purposes.

**Elizabeth M. Ogar**  
Recording Secretary/Executive Director of Administration

### **Shared Services Administration**

Composed of the Offices of Finance and Operations unit and Human Resources and Staff Development, the Shared Services Administration (SSA) team supports all program areas within Resource Development and the Alumni Association on financial planning and analysis, human resources and staff development, administrative operations, and facilities. During FY2011, SSA built upon its successful first year of operation, providing highly responsive and effective service to both departments. It continued to identify synergies between Resource Development and the Alumni Association, which resulted in collaborative planning, teamwork, and professional development opportunities as cross-functional teams.

Over the course of the year, the finance and operations team worked with the executive director of corporate relations and the Office of Budget, Finance, and Treasury to develop a net contribution financial model for OCR, establishing OCR as a cost recovery unit. Additionally, through the use of FY2010 carryforward funding, Resource Development was able to support several major initiatives, including activities associated with the MIT150 anniversary. Operations staff in the Offices of Finance and Operations oversaw a number of office moves within W98 (Resource Development and Alumni Association headquarters) in support of several Resource Development unit reorganizations, facilitated a major building envelope renovation project, and coordinated temporary housing for a number of information services and technology staff during the renovations of their office space in W92. Initial space planning work began in anticipation of campaign-related staffing growth for Resource Development and the Alumni Association.

In FY2011, the human resources and staff development team strongly focused on providing internally led professional development programs for Resource Development and Alumni Association staff. These programs included the launch of the Perspectives program, which aims to increase knowledge about the various aspects of diversity and to foster a culture of inclusion. Additionally, the team continued to develop and engage staff through ongoing learning opportunities such as the health and wellness series, peer group meetings for support staff, unit-specific strategic planning and team-building retreats, and the annual Institutional Intelligence Forum. This year's forum was jointly planned by both Resource Development and Alumni Association staff and inaugurated the newly developed shared rewards and recognition program. Resource Development awarded four Infinite Mile awards, including the first Resource Development/Alumni Association cross-departmental team, and 27 appreciation awards.

While continuing to provide consistent and flexible service to its colleagues, in FY2012 SSA will focus on recruiting, onboarding, retention, and space planning as it looks ahead and prepares for MIT's next campaign.

**Elizabeth Ogar**  
**Recording Secretary/Executive Director of Administration**