

Vice President for Resource Development

[Resource Development](#) continued to build momentum toward an enhanced development effort with its second record-setting fundraising year in a row in FY2012. Cash gifts and the fair market value of non-cash gifts totaled \$383.9 million, and new gifts and pledges totaled \$554.3 million. This is the second year in a row that new gifts and pledges reached over \$500 million (while new gifts are comprised of cash and the fair market value of non-cash gifts received in full during the year, 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. Resource Development was also engaged in significant planning for MIT's next major fundraising initiative, with FY2012 focusing on the private phase of that effort.

The total does not include the \$12 million in unrestricted support from Industrial Liaison Program (ILP) members. To make appropriate comparisons, the support designated to the Broad Institute in prior years is omitted in order to keep in line with the reporting practices of other units at the Institute.

Cash gifts and the fair market value of non-cash gifts of \$383.9 million for FY2012 compare with:

- \$546.5 million in 2011
- \$311.2 million in 2010
- \$268.8 million in 2009

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 identifies, tracks, and engages the Institute's most generous individual donors, cultivating and soliciting prospects from around the globe, who have capacity to contribute \$5 million or more to the Institute.

In FY2012, to plan for the impending campaign, OPP conducted extensive prospect analysis and restructured the office to focus resources more fully on the cultivation and stewardship of principal donors. The senior director and philanthropic advisors drive the complex strategies and plans to manage the developing relationships with these highest-level presidential prospects. OPP is now comprised of the Senior Director's Office, the Philanthropic Advising Office, and the Office of Global Initiatives.

At the core of its activities, OPP is responsible for ensuring that the Institute's relationships with top-rated donors and prospects, which currently number 635, are managed with the highest quality creativity, 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, OPP coordinates with the Office of the Secretary of the Corporation and the Alumni Association on visiting committee nominations, and drives fundraising plans and identification of volunteer leaders for the Institute's major initiatives such as MITEI, the Koch Institute, and major global markets, including China and India. OPP manages the MIT Corporation Partners Program and works closely with the Vice President for Resource Development to identify new potential Corporation Members and Institute volunteers.

During this past year, under President Hockfield's administration, OPP launched the Charter Society, which recognizes all families who have given \$1 million or more to MIT in lifetime giving.

In FY2012, OPP achieved the following results in collaboration with all Resource Development offices, School Development Officers, and the Alumni Association:

- 10 new gifts/pledges of \$5 million or more, totaling \$170,399,125
- 19 cultivation/stewardship dinners and/or receptions at Gray House, the president's residence
- 13 presidential trips for Resource Development (8 domestic, 7 international)
- 115 individual presidential prospect/donor appointments and meetings
- 27 presidential Resource Development events
- 8 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, Foundation Relations, Gift Planning, and Development Services (which includes research, prospect identification, and information technology (IT) and systems).

Office of Individual Giving

In FY2012, 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 FY2012, OLG officers raised \$22.3 million in new gifts and pledges, following 1,627 personal fundraising visits with alumni. A restructuring was completed that focuses the force on its mission of collaborating with ultra-high-net-worth individuals in philanthropic engagements with MIT. Metrics and goals were developed in line with these efforts, resulting in a better-managed cohort of leading fundraising professionals. Coordinated and collaborative relationships with the Alumni Association and school-based development officers played a key role in the effort.

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 Alumni Association, and departments, labs, and centers throughout the Institute. In FY2012, OGP accepted \$11.1 million in gifts to life income funds, and another \$16.6 million in bequests.

OGP leads 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 (ODS) provides individual prospect research, information management, business intelligence, technology management, and IT and training support to Resource Development and its partners. For part of FY2012, ODS provided stewardship and reporting to donors, as well as event planning and execution. The Office of Communications assumed those functions as the organization restructured in advance of a campaign. In FY2012, 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.

Research

Research continued to focus on providing business intelligence and analysis on known donors, and on finding new prospective supporters for MIT. Significant effort was made to brief senior officers in advance of meetings with philanthropists, with 1,037 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 digitization of information resources.

Prospect Identification

Identification efforts evaluated 1,104 prospective donors this year, with 693 new major gift prospects identified. In addition to ongoing data modeling projects, analytics, and screenings, ODS evaluated special constituencies, developed new statistical models to quantify attachment, and provided relationship management services to line staff throughout the Institute.

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 and e-mail hotline. These groups also fulfilled more than 1,000 data requests. During FY2012, the systems team began an 18-month database upgrade and conversion project that will increase the security of information systems, extend support to DLCs throughout the Institute, and most importantly, provide deep enhancements to the access of information by a mobile workforce engaged in development and fundraising.

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 FY2012, ILP achieved record-setting revenues of \$12 million, the highest in the 64-year history of the program. This 22 percent increase from the previous year was the highest percentage rise in annual ILP membership revenues since 1980. With continued attention to efficiency of operations, OCR's net contribution to the Institute was 87 percent over budget, after expenses.

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. This included the newest industry member: United Technologies Corporation. Staff maintained excellent relations with all MITEI sustaining and founding members as part of the MITEI/ILP partnership structure. Of particular significance in FY2012 was ILP's role in helping MIT to cofound the [Madrid-MIT M+Visión Consortium](#), a partnership of leaders in science, medicine, engineering, business, and the public sector dedicated to accelerating innovation in biomedical imaging, promoting translational research, and encouraging entrepreneurship.

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 nine major conferences in FY2012, several of which were arranged in conjunction with major MIT organizations or ILP members. These included a Europe Energy conference in Rome, showcasing critical areas of energy research, sponsored by MITEI founding member Eni SpA, the multinational oil and gas company; the 2012 Brazil Challenge of Innovation conference hosted by Brazilian research, development, and specialized technological service organization CERTI; and the second Emerging Technologies Conference partnership in India with MIT's *Technology Review*.

Enhancements to the faculty section of the ILP web site now enable faculty and research staff to manage their ILP activities and administrative matters in a convenient online portal, including updating biographical and research profiles in the ILP KnowledgeBase of Faculty Expertise, notifying ILP of upcoming and completed travel to corporate members, and obtaining information about revenue-sharing earnings.

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: 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; communicate with foundation officials regularly to explore possible areas of collaboration; and keep current on trends in the field. During FY2012, staff increased to 10, with four positions, in addition to the director, focused primarily on frontline fundraising.

In FY2012, new gifts and pledges to the Institute from private foundations and charitable trusts totaled approximately \$295.6 million, with approximately \$192.9 million 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 46 foundation gifts/pledges, comprising \$59.8 million of the \$295.6 million total, or approximately 20 percent. Of these, 13 were gifts/pledges over \$1 million for a total of \$54.6 million. New and continued major foundation support was achieved with OFR involvement for a wide range of initiatives, school priorities, and faculty projects—from edX, the Production in the Innovation Economy (PIE) study, the Abdul Latif Jameel Poverty Action Lab (J-PAL), and the Koch Institute, to the MIT Museum, MIT International Science and Technology Initiatives (MISTI), the Office of Engineering Outreach Programs, and more. All of this was accomplished through over 150 meetings with foundation representatives (20 involving senior officers or deans) and more than 400 discussions with faculty and senior leadership across campus.

OFR continued to implement recommendations from its comprehensive strategic planning effort of the previous year, including completing development and implementation of tailored metrics to accurately and systematically record and report on foundation fundraising activity. In FY2013, OFR will focus on developing office-wide goals.

Lindley Huey

Director of Foundation Relations

Office of Global Initiatives

The [Office of Global Initiatives](#) (OGI) is a principal gifts fundraising program under the Office of Philanthropic Partnerships. 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.

OGI enhanced the Institute's visibility abroad, and made new connections through international travel, prospect meetings, and cultivation events. Specifically, OGI:

- Managed 48 international cultivation dinners and events in locations such as India, Singapore, Japan, Greater China, and Mexico.
- Staffed more than 250 individual, face-to-face meetings with prospects and donors.
- Planned 12 complex international trips for the president and senior officers:
- Susan Hockfield, President: Tokyo-Taipei-Singapore; Jeddah-Dhahran-Mumbai-Singapore; Davos, Switzerland
- L. Rafael Reif, Provost: Hong Kong-Shanghai
- W. Eric Grimson, Chancellor: Taipei-Hong Kong
- Deborah Fitzgerald, Dean, School of Humanities, Arts, and Sciences (SHASS): Mexico; Hong Kong-Taiwan
- Tyler Jacks, Director, Koch Institute for Integrative Cancer Research: Kolkata-Bangalore-Mumbai
- Ernest Moniz, Director, MIT Energy Initiative: Mumbai
- Seth Alexander, President, MIT Investment Management Company: Delhi-Bangalore-Mumbai
- Jeffrey Newton, Vice President for Resource Development: Taipei; Taipei-Singapore; Jeddah-Dhahran-Mumbai-Singapore

OGI facilitated dialogues with prospects, high-level members of government, industry leaders, and heads of academic institutions through campus events. Specifically, OGI:

- Managed more than 25 important campus visits by prospects, including Ratan Tata, Guler Sabanci, Nicholas Nanopoulos, Anand Mahindra, Barry Lam, Margie Yang, Martin Tang, David Wong, Thomas Kwok, Solina Chau, Vikram Kirloskar, Kiran Mazumdar, Joseph Hackmey, Vasilios Salapatias, and Hugo Shong
- Organized and managed important state visits, including visits by the President of Brazil and her large delegation, the Indian Ambassador, the Italian Ambassador, the Indian Minister of Science and Technology, and the Japanese Consul General.
- Organized and managed important academic visits, including visits by the President of Nankai University and the President of Zhejiang University
- Organized four MIT–Greater China Forums, the China Innovation and Entrepreneurship Forum (MIT-CHIEF), and the B&K Securities MIT–India Forum

One of the more critical events executed by OGI was MIT’s participation in the World Economic Forum in Davos, Switzerland. Highlights included:

- 12 faculty participants
- MIT IdeasLab: “Worms, Machines, and Brains”
- MIT private breakfast: “Neuroscience: Is It the Science of the Century?” (40 attendees)
- MIT private dinner: “Austerity and the Fate of the Euro: Survival or Breakup?” (40 attendees)
- 16 private meetings with VIPs
- MIT-hosted reception (approximately 300 attendees)

OGI played a critical part, coordinating with MIT’s international partners and MIT’s Office of Major Agreements, managing the following signing of agreements:

- A Memorandum of Understanding with the Taiwanese Ministry of Education and TUSA (The Top University Strategic Alliance of the Republic of China) for an Academic Cooperation Program, which included funding from Taiwan for scholars and students to come to MIT
- A Letter of Intent signed with the Sir Dorabji Tata Trust to launch the MIT-Tata Dual Centers of Design in India and Mumbai
- A Memorandum of Understanding signed with Saudi Aramco in Dhahran to explore a large Institute-wide education and research program around renewable energy, innovation, and entrepreneurship
- An agreement signed with Brazilian President Dilma Rouseff for the Brazilian government to fund scholarships for Brazilian students to attend MIT

OGI participated in key global strategy discussions through its active involvement in the MIT–Greater China Strategy Working Group and the MIT–India Executive Committee.

OGI played a part in managing and advancing other international Resource Development conversations, including the Building E52 renovation project.

Internal OGI projects included strategic planning and staff updates, including hiring a development associate and the addition of frontline responsibilities to the role of one assistant director.

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 colleagues in the Alumni Association and Annual Fund. 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, including MIT’s alumni, parents, grandparents, and friends, as well as foundations and corporations. Office of Communications work intersects with the president’s office, news office, schools, departments, and centers. The Office of Communications aims to express the vision of MIT’s academic leadership candidly, credibly, and steeped in the Institute’s culture while paying attention to the needs of an astute and accomplished audience. It measures its effectiveness by how well it is helping its Resource Development and Alumni Association colleagues achieve their bottom-line goals.

In FY2012, the office was positioned for a major fundraising campaign: building staff, helping academic leadership shape the campaign themes, and conducting first-stage market research that will eventually inform a comprehensive communications plan. At the same time, 320 projects were completed to advance the everyday work of Resource Development fundraisers, up from an earlier three-year average of 150.

As in previous years, projects took a variety of forms, from paper to the web, film, and social media, creating proposals, direct marketing pieces, videos, event collateral, remarks, periodicals, publications, and brochures. The majority of resources, 65 percent, served top- and second-tier donors through OPP and OLG. About 15 percent was devoted to OGI, 10 percent to OPG, 5 percent to OFR, and 5 percent to Alumni Association and internal Resource Development initiatives.

Notable FY2012 projects for the Office of Communications include:

- Draft campaign themes, which were advanced enough to be market tested
- Briefing booklets to help raise investment for Building 2, E52, and Walker Memorial

- Proposal writing and editing for individual donors
- Collateral to support a major increase in high-profile events for top donors

David Gibson
Senior Director of Communications

Office of Events

In FY2012, the Resource Development Events Team was restructured, expanding from a staff of three to four full-time personnel, plus a support position currently shared with the Communications team.

The restructuring has not only allowed the team to upgrade the standard of events to date, but will also allow for select team members to be dedicated to various fundraising initiatives and themes during the upcoming campaign. Dedicated team members will design events to standardize messaging, ensuring consistency and comparable, measurable results from campaign efforts, both domestically and internationally.

In FY2012, the events team supported the Office of the President, the Corporation office, and the Offices of Philanthropic Partnerships and Leadership Giving in an effort to engage, inform, and recognize our donors through high-level events for their financial support and ongoing commitment to MIT. More than 75 Resource Development events were held throughout the country, which attracted 4,300 prospects and donors.

In October 2011, a gala dinner took place in the Howard Dining Hall to celebrate the completion of the Maseeh Hall renovation. The event honored many of the key contributors to the project.

In January 2012, three international events were held in conjunction with the World Economic Forum in Davos, Switzerland; these events increased the visibility of MIT throughout the world; showcased the work of the faculty; and helped create new international partnerships and philanthropic ties.

Charter Society members who were not able to attend the inaugural gala at MIT in 2011 were treated to “Re-created Charter Society” dinner events in Northern and Southern California. Hosted by President Hockfield or Chancellor Grimson, these events brought Charter Society members together to be recognized for their generosity and updated them on happenings at MIT.

Throughout the fiscal year, multiple development dinners took place at Gray House, and the events team supported several generous donors who stepped forward and offered their homes as venues for fundraising efforts. Also, many scholarship donors were given the opportunity to meet with their scholars through private events and the annual scholarship brunch.

Participation in the MIT Corporation Partners Program more than doubled since last year due to rejuvenated events created to attract spouses of Corporation members to Boston and engage them with MIT.

Finally, on a perfect spring day, 75 years of sailing at MIT was celebrated on the pavilion with more than 150 people in attendance. Donors whose generosity enabled the rebuilding of the dock were honored.

Carole Holladay
Director of Events

Office of Stewardship and Donor Relations

The Office of Stewardship and Donor Relations in Resource Development is staffed by a five-person team responsible for ensuring the highest quality engagement of and reporting to major MIT donors. In FY2012, more than 1,500 endowment reports were provided to donors, demonstrating the Institute's careful financial management and use of their gifts. More than 750 scholarship reports were issued to donors, sharing information with them about the student beneficiaries of their scholarship support. In addition to this broad-based reporting, Stewardship and Donor Relations continued to provide personalized stewardship to a growing number of donors. This included arranging visits to campus for donors to meet the student or faculty recipients of their support; preparing comprehensive individual annual stewardship reports; and bringing donors together through large recognition events such as the annual scholarship brunch, the dedication of Maseeh Hall, and other events.

In the latter half of FY2012, Stewardship and Donor Relations, which previously reported to the Executive Director of Development, was brought into the Communications and Events group. Kate Eastment, formerly of the Office of Philanthropic Partnerships, assumed the position of director of Stewardship and Donor Relations as of mid-May. Since then, progress has begun on reviewing and reinvigorating Stewardship and Donor Relations functions, including: gift agreements; gift acknowledgements; the top donor recognition society (The Charter Society); stewardship of key donor constituencies (donors to scholarships, fellowships, professorships, athletics, public service, etc.); partnership with each of MIT's five schools; and partnership with the MIT Alumni Association. In addition, three new positions will be added to the team in FY2013. With renewed attention and resources for this important function, Stewardship and Donor Relations looks forward to serving the needs of donors to MIT in the upcoming campaign.

Kate Eastment
Director, Office of Stewardship and Donor Relations

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, ORS 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 63,000 gift transactions. ORS was responsible for transactions representing 97 percent of the revenue and approximately one-quarter of the transactional volume. There was a 22 percent increase in domestic and international gifts made by wire. The volume of gifts of securities remained steady, and the number of gifts by check increased by 4 percent. Credit card transactions processed exclusively by the Alumni Association increased by 4 percent, with a financial increase of 7 percent.

The Gift Policy Committee (GPC), chaired by the recording secretary and composed of senior members of Resource Development, the Office of the Executive Vice President and Treasurer, the Office of the General Counsel, the Office of the Vice President of Finance, the Provost's Office, and the Office of Major Agreements convened five times in FY2012. Topics considered by the GPC included international agreements, minimum levels for gift annuities, campaign counting and naming opportunities, and the policy of decapitalization of endowed funds. The committee also reviewed in detail issues surrounding a number of new major gifts to MIT.

The ORS has seen an increase in the volume of international gifts to MIT. As part of this expansion into the international arena, the recording secretary has become a member of the new International Coordination Committee, which was formed this year to strengthen the support provided by MIT's administrative offices for MIT international activities. ORS, with guidance from the internal audit office in the Office of the Vice President of Finance, has begun drafting a policy for International Gift Acceptance.

The recording secretary continued an outreach and training program designed for fundraisers in Resource Development, the Alumni Association, and the School Development Offices. Topics covered this year were: pledges as critical assets of the Institute; donor-advised funds and family foundations; accepting and valuing security gifts and wires; and gift, treasurer's memos, and pledge agreements.

Elizabeth M. Ogar

Recording Secretary/Executive Director of Administration

Shared Services Administration

Composed of Finance and Operations, and Human Resources and Staff Development, the Shared Services Administration (SSA) team supports all program areas within Resource Development (RD) and the Alumni Association (AA) on financial budgeting, reporting and analysis, human resources and staff development, administrative operations, and facilities. During FY2012, SSA continued to provide highly responsive and effective service to both departments, emphasizing collaborative planning and teamwork to meet the goals of both RD and AA. During FY2012, SSA devoted effort to securing resources and infrastructure for the next major fundraising campaign. This was the first year of a three-year phased plan to recruit the best staff, integrate them into the organization, and train them to be successful in their roles.

Finance and Operations

For the Finance and Operations unit, signature projects included: strategic allocation and management of financial resources; successful requests for FY2013 funding for continued campaign preparedness for both AA and RD; careful space planning for both the short- and long-term, including the repurposing of several offices to improve privacy and enable sharing of offices; and a variety of operational and building improvements, including the implementation of audio/visual enhancements in conference rooms throughout W98. The Finance and Operations team also supported the executive director of corporate relations in managing OCR's finances during its first year of operation under a net contribution budgeting framework.

Human Resources and Staff Development

The human resources and staff development team focused on recruiting for the highest-performing talent available. This was the first year of a three-year staff build-out plan in preparation for MIT's next big fundraising effort. Key successes for the year have been: streamlining recruiting processes; developing candidate pipelines; and training hiring managers and staff on behavioral interviewing. In FY2012, the human resources and staff development team hired 54 new employees and integrated them through new employee orientation and on-boarding processes.

Resource Development is committed to providing a welcoming and inclusive environment to bring out the best in the entire staff. This commitment is evident in the continuation of robust professional development opportunities. These programs include the Institutional Intelligence Forum, which featured conversations with senior administrators, faculty, and donors for the purpose of bringing Institute knowledge to the fundraising and alumni relations staff. Perspectives, a diversity and inclusion program, delivered sessions on topics such as Intercultural Communications, Micro-Messaging, and Working Across Generations. The Peer Group provided a forum for sharing and learning to support staff, and the Health and Wellness Series included the sessions "Financial Wellness" and "Streetwise and Safe". Specialized in-house training is provided to enhance staff knowledge on specific topics and initiatives.

All staff contributions are valued. Six exceptional individual performers were recognized at the department's annual Rewards and Recognition ceremony. In addition, 22 colleagues were recognized this year with Spot Awards.

As both RD and the AA grow to support the campaign, SSA will continue to provide high-quality and consistent service to its colleagues. In FY2013, the team will focus on recruiting; further development of onboarding programs to train, retain, and reward staff; and space planning as campaign preparation moves into implementation.

Elizabeth M. Ogar
Recording Secretary/Executive Director of Administration