

## MIT Alumni Association

The [MIT Alumni Association](#) provides a lifelong community for MIT graduates, a launching pad for students, and a growing connection among MIT friends including parents, non-alumni donors, and postdocs. The Association seeks to connect alumni to MIT and to one another through events, online offerings, and philanthropy. This year 48% of alumni were engaged in one of these three ways.

In a major cross-departmental effort, the Alumni Relations, Strategic Communications and Marketing, Annual Fund, and Volunteer Services teams partnered to support events related to MIT's Campaign for a Better World. Our teams collaborated on the logistics and execution of the events; promoted them to special alumni cohorts; hosted the Alumni Association Information Commons, which offered Association branded giveaways; and provided on-site social media coverage.

### Highlights

The 2017 Tech Reunions event drew 3,586 alumni and guests, the fourth-highest reunion attendance number.

The MIT 24-Hour Challenge, a major new pan-departmental initiative, resulted in more than \$3.8 million raised from 6,051 donors.

The Association supported the MIT Campaign for a Better World with strategic communications and event collaboration on a series of eight domestic and international roadshow events, with 2,928 in attendance.

The Graduate Alumni Council, a committee of 23 graduate alumni, was formed to serve as a sounding board for Association programs and events designed for graduate alumni, who account for 53% of living alumni.

The CASE (Council for Advancement and Support of Education) professional organization recognized communications and marketing materials promoting last year's MIT2016: Celebrating a Century in Cambridge with three top honors.

The Alumni and the Student Ambassadors Program launched the Dinner with 12 Strangers (D12) pilot program, which brought together students and local alumni.

The MIT Alumni Association continues to lead its Ivy+ peers in social media engagement, with rankings of first on Facebook and Twitter, third on LinkedIn, and fourth on Instagram.

The Student/Alumni Externship Program placed 424 students with 278 alumni in their workplaces during January's Independent Activities Period.

The March/April issue of *CASE Currents* featured the work of the Alumni Education team in celebrating alumni books, while *Inside Higher Ed* published an Association staffer's article on the growing challenges facing alumni relations professionals.

Bimonthly *Slice of MIT* posts, featuring first-person perspectives on the MIT graduate student experience, were published throughout the academic year.

The Alumni Careers Program launched the MIT Alumni Advisors Hub, a custom platform enabling alumni volunteers to share professional advice and wisdom with students and fellow alumni.

Family Weekend 2016, organized by the MIT Alumni Association's Parents Association, had the second-highest number of attendees in the history of the program with 2,436 parents and families.

The 2016 Pi Committee hosted the largest Pi reunion ever held, with nearly 600 MIT10 alumni and guests attending the weekend event in Las Vegas in July.

MIT faculty led 21 MIT Alumni Travel Program trips with 369 travelers.

### Quick Facts

As of the end of FY2017, there were 136,079 living alumni. Some 53% have graduate degrees only; 25% of undergraduate degree holders also have MIT graduate degrees. In terms of composition, 23% are female and 15% are international residents. The degree breakdown is as follows: engineering, 47%; science, 21%; management, 18%; architecture, 7%; humanities, arts, and social sciences, 5%; and other, 2%. Other FY2017 information of interest:

- A total of 15,889 alumni and friends volunteered for MIT or the Alumni Association.
- The Association supported 1,220 events that drew 28,569 unique attendees (a 15% year-over-year increase).
- The MIT Annual Fund raised nearly \$82 million, up 8% over last year.
- The Association maintains contact information for 95% of alumni, exceptional in the advancement industry.

### Annual Fund

The MIT Annual Fund promotes unrestricted support for MIT and supports annual giving initiatives across campus, including academic departments, athletics programs, and religious organizations. Annual alumni participation—the Annual Fund's primary goal—means increasing participation at every level to build a donor pipeline for future gifts.

Excitement for the Annual Fund's first-ever giving day—the successful MIT 24-Hour Challenge—was driven by an extensive lead-up marketing campaign involving 886 volunteers and cross-campus collaboration. Set for Pi Day, March 14, the give-a-thon's initial goals were to bring in gifts from 2,000 individual alumni, students, and friends to unlock a \$100,000 challenge from an anonymous alumni donor. Additional goals were to inspire gifts from alumni who had not donated to MIT in six or more years and to engage with younger donors. The challenge not only exceeded all of these goals but also saw each micro-challenge targeted to a specific MIT group, such as Hillel or DAPER (Department of Athletics, Physical Education, and Recreation), surpass its goals.

Annual Fund results this year include the following:

- The fund raised \$81,966,450.
- 44,031 alumni, students, parents, and friends donated to MIT.
- MIT had an alumni participation rate of 26% (32% undergraduate and dual-degree alumni and 20% graduate student-exclusive alumni).
- \$8,132,172 was raised for Institute unrestricted giving from 16,587 donors.
- The team contacted more than 600 alumni, parents, and friends, including 354 visits that resulted in gifts totaling \$4.17 million.
- The senior gift effort resulted in 64% participation and a record-breaking average gift per donor of \$32.64.
- Class- and affinity-based fundraising efforts engaged more than 340 volunteers.
- The pilot Graduate Student Exclusive fundraising effort resulted in a 429% increase in graduate student donors over FY2016.
- The team managed 47 volunteer class stewardship agents who wrote more than 10,000 personal thank you notes to donors.

## **Alumni Relations**

The mission of Alumni Relations is to develop and foster an interactive global MIT community, including alumni, students, and friends, through programs, events, and services designed to increase support for, awareness of, and interest in MIT. Gatherings and programs are described below.

This year, 1,523 reunion-year alumni attended Tech Reunion events, a 14.2% increase over the attendance five years ago.

To boost reunion weekend attendance, Tech Night at Pops was moved from Thursday to Friday night and was followed by a new event, the Pops Encore Party, leading to a 13% rise from last year.

The Tech Reunions schedule for the 5th–45th reunion classes was trimmed from four days to three days, helping reduce costs for attendees.

The Cardinal and Gray Society and Emma Rogers Society held six events around the United States that drew 523 attendees.

The Events team worked with 18 departments, labs, and centers on campus, supporting outreach for 29 events.

Student/Alumni Relations supported nine DAPER alumni events that brought 406 alumni, students, and friends together.

The Alumni Talks program hosted 16 alumni speakers who addressed 750 alumni, students, and friends at 33 events.

The Alumni Education team piloted three alumni hackathons this year: Hack My Nonprofit (two events) spotlighted alumni-founded nonprofits, and Hacking Discrimination was a collaboration between the Association's Alumni Affinity Program and BAMIT (Black Alumni of MIT).

The Alumni Careers Program produced more Virtual Career Fairs and Career Lunch and Learn webinars this year and expanded the alumni employer relations program to include live regional events at corporate headquarters; these programs drew 12,397 registrants in FY2017.

Alumni career recruiting events, exclusive to alumni and spotlighting prominent C-suite alumni at Fortune 500 firms, were held in Seattle, Boston, New York, and San Francisco.

The MIT Club of South Texas hosted its Out of This World 90th-anniversary celebration in February at Space Center Houston's Astronaut Gallery for 140 guests.

The MIT Club of San Diego's successful inaugural gala was held on May 12 with 75 alumni and guests.

In a new venture, the D. Reid Weedon '41 grant program received 29 applications for fraternity, sorority, and independent living group (FSILG) student/alumni programming and was able to fund 16.

The Graduate Alumni Working Group, working in tandem with the new Graduate Alumni Council, completed a yearlong data collection effort and made recommendations on graduate student/graduate alumni engagement.

A total of 635 travelers participated in 40 Alumni Travel Program trips this year; 23 events were organized with local alumni, bringing together 74 international alumni and 248 MIT travelers.

## **Strategic Communications and Marketing**

The Strategic Communications and Marketing department—renamed this year—connects MIT's alumni and friends through engaging content and targeted marketing campaigns. The 10-person team works interdependently and with its partners across the Alumni Association and MIT in a novel model marrying an alumni news organization with an internal marketing agency. Key accomplishments include the following:

- Featured 277 unique MIT alumni and friends in more than 300 articles, podcasts, videos, and interactive social media events, a 7% increase over last year
- Produced 22 original videos to support the Association's engagement goals
- Launched Social Toaster as a gamification-based initiative designed to gather dedicated social media ambassadors

- Oversaw the marketing communications plans for launching Switchboard and the Alumni Advisors Hub, two FY2017 priorities for the Association
- Accumulated 495,206 *Slice of MIT* blog views
- Developed a suite of beta mobile-responsive email templates for Encompass/iModules
- Led the creative development of President and Mrs. Reif's holiday e-greeting in collaboration with Resource Development
- Designed more than 350 print and digital outreach pieces
- Devised email marketing strategies that helped boost the email open rate to 34% and drove attendance for signature programs such as Tech Reunions and the Alumni Leadership Conference
- Developed strategic marketing plans for partners in several Alumni Relations departments

### **Volunteer Services and Information Systems**

Volunteers continue to power the MIT Alumni Association and all of its activities. Every club and class activity, every interest and affinity group, and every mentor and externship opportunity are made possible because of the countless hours alumni and friends devote to MIT. The FY2017 statistics reflect these contributions:

- 15,889 volunteers worked on behalf of MIT and the Alumni Association (up 3% from last year).
- 14,750 volunteers are alumni, while 1,139 are non-alumni.
- Thirteen percent of volunteers are international, 33% are women, and 42% are donors.

The Alumni Leadership Conference, held in September 2016, drew 627 people. The event included Institute leaders, faculty, students, and volunteer speakers. The conference featured workshops designed for volunteer roles and a festive awards dinner.

### **Infrastructure and Operations**

The Office of Records maintains MIT's database of record documenting contact and other information for alumni and friends of MIT. In FY2017, more than 229,000 combined updates and gifts/pledges were recorded, and 3,312 alumni updated their information during the annual email campaign.

The Association's Web, Database, and Support Services team also logged a number of achievements in its efforts to support its programmatic partners' goals. In FY2017, the team:

- Provided project management/technical implementation for the Association's upcoming website redesign
- Improved site performance for the Giving to MIT website

- Developed new registration forms for Tech Reunions and campaign events
- Created data feeds for alumni registering for MITx courses and automatic gift processing for the 24-Hour Challenge and crowdfunding initiatives
- Upgraded systems to Oracle 12C
- Executed more than 2,000 programming data requests
- Accommodated the technical needs of 29 new employees and provided tech orientations
- Upgraded software, including Windows 10, and implemented a software center

## Governance

In FY2017, Nicolas E. Chammas SM '87 served as the 122nd president of the MIT Alumni Association Board of Directors, and Hyun-A C. Park '83, MCP '85, served on the board as president-select.

## Board Highlights

- Worked to engage more of MIT's graduate alumni and students through participation in the newly created Graduate Alumni Council and the one-year Graduate Alumni Working Group
- Developed strategies to connect with more of MIT's diverse, global community of friends
- Promoted the Alumni Association's inaugural 24-Hour Challenge
- Participated in MIT Campaign for a Better World roadshow events around the globe

## Finance and Operations

The finance and operations team provides support for the Alumni Association and Resource Development in the areas of strategic allocation and tactical management of fiscal resources, financial reporting and analysis, administrative operations, space planning, and facilities.

## Budget Summary

In FY2017, the Association's total expense budget was \$17,095,138, which included \$1,879,709 allocated for subscriptions to *MIT Technology Review*. The budget was funded by \$14,616,489 in general Institute budget funds, \$115,000 from the Association's reserves, and program revenues of \$483,940. Also this year:

- The finance and operations staff successfully partnered with the chief executive officer and senior directors to steward the FY2017 operating budget to a modest surplus at year-end.

- Staff led the rollout of Buy-to-Pay (B2P), the Institute's new purchasing and payment system.
- On the operations front, the finance and operations team coordinated major work to reconfigure workspaces, creating more seats in the building, as well as major repair work and façade leak testing.

### **Human Resources and Strategic Talent Management**

The Human Resources and Strategic Talent Management team leads the MIT Alumni Association's efforts to attract, develop, and retain a talented and diverse workforce committed to advancing MIT's success. In FY2017, the team led efforts to hire 14 new Association employees, who were welcomed through a programmatic onboarding process, and promoted 12 current staff members. Also, the team enhanced staff recruitment by presenting at events such as the CASE District 1 Conference and boosting the human resources presence online and with a new video. The human resources and strategic management team worked with MIT Compensation to begin benchmarking every position in the Association.

In terms of staff development, human resources and strategic talent management held 15 events related to diversity and inclusion and 15 health and wellness sessions. The annual review process was migrated into MIT's online Performance and Development Review system for all staff.

**Judith M. Cole**  
**Executive Vice President and Chief Executive Officer**

## **FY2017 Alumni Association Board and Committee Members**

### **Alumni Association Board of Directors**

#### **President**

Nicolas E. Chammas SM '87

#### **Term Directors**

Laurie D. Baird SM '92

Bridget C. Brett '06, SM '08

Brian F. Brown '93

R. Erich Caulfield SM '01, PhD '06

Charlene Chuang '05

Heather M. Cogdell '89

Lisa C. Egbonu-Davis '79

Ellen Sue L. Ewald SM '89

Damian Claudio Fernandez Lamela MBA '07

David L. Fung '85

Karen W. Ho '94

Sharon A. Israel '86

Alex Menchaca '85

Stacey T. Nakamura '80

Raffaella L. Wakeman '08, SM '09

Elaine H. Wong '97

Jennifer Yang '97

#### **President-Select**

Hyun-A C. Park '83, MCP '85

#### **Past Presidents**

John D. Chisholm '75, SM '76

Donald E. Shobry's '75

#### **At-Large Director**

Stephen D. Baker '84, MArch '88

#### **Chair, Annual Fund Board**

Robert S. Scalea '77

#### **Ex-Officio**

Judith M. Cole, Executive Vice President and CEO

### **Committees of the Alumni Association Board of Directors**

#### **President's Committee**

Nicolas E. Chammas SM '87, Chair

John D. Chisholm '75, SM '76

Judith M. Cole, Executive Vice President and CEO, Ex-Officio

Hyun-A C. Park '83, MCP '85

Donald E. Shobry's '75



**Finance Committee**

Laurie D. Baird SM '92, Chair  
 Brian F. Brown '93  
 Nicolas E. Chammas SM '87, Ex-Officio  
 Heather M. Cogdell '89  
 Judith M. Cole, Executive Vice President and CEO, Ex-Officio  
 David L. Fung '85  
 Alex Menchaca '85  
 Hyun-A C. Park '83, MCP '85

**MIT Annual Fund Board**

Robert S. Scalea '77

**Term Directors**

Kerry B. Bowie '94, MBA '06  
 Alex Chan SM '11  
 Lewis W. Counts '65  
 Inge Gedo '85  
 Thomas D. Halket '70, SM '71  
 Steven P. Larky '84  
 Samantha Marquart Brainard '11  
 Tyson C. McNulty '08  
 Anand R. Radhakrishnan '96  
 Dominic A. Ricci '99  
 Sharon C. Ross '65  
 Andrew P. Strehle '91  
 Narendra P. Tallapragada '13

**Invited Guests**

Kirk D. Kolenbrander  
 Reynold H. Lewke '76, SM '76, William Barton Rogers Society Chair  
 Nicole Lu '17, Senior Gift Committee Chair  
 Susan A. Reidel '76, SM '77, 1861 Circle Chair  
 Lisa K. Ullmann P '17, Parents Fund Chair

**At-Large Director**

Damian Claudio Fernandez Lamela MBA '07

**Association President**

Nicolas E. Chammas SM '87, Alumni Association President

**Ex-Officio**

Judith M. Cole, Executive Vice President and CEO  
 Allison M. Dolan-Wilson, MIT Annual Fund Interim Senior Director  
 Julie A. Lucas, Vice President for Resource Development

## **Committees of the MIT Annual Fund Board**

### **Goals Committee**

Lindsay Androski Kelly '98, Chair  
 Kerry B. Bowie '94, MBA '06  
 Judith M. Cole, Executive Vice President and CEO, Ex-Officio  
 John J. Golden Jr. '65  
 Steven P. Larky '84  
 Tyson C. McNulty '08  
 Robert S. Scalea '77  
 Lisa K. Ullmann P '17

### **Nominating Committee**

John D. Chisholm '75, SM '76

### **Members**

Bridget C. Brett '06, SM '08  
 Lisa C. Egbuonu-Davis '79  
 Raffaella L. Wakeman '08, SM '09

### **Ex-Officio**

Nicolas E. Chammas SM '87, Alumni Association President  
 Judith M. Cole, Executive Vice President and CEO  
 Donald E. Shobrys '75, Corporation Nominating Committee Chair  
 R. Gregory Turner '74, MArch '77, Awards Committee Chair  
 Kenneth Wang '71, Alumni Association Selection Committee Chair

## **Subcommittees of the Nominating Committee**

### **Alumni Association Selection Committee (by election)**

Kenneth Wang '71, Chair  
 Michelle M. Aquing '08  
 Jeffrey A. Arenberg '86, SM '87  
 Gregory K. Arenson '70  
 Kimberly-Ann Francis '78  
 Jeffrey L. Goodman '84  
 Tamra L. Johnson '01  
 Mary V. Motto Kalich '93  
 Arthur A. Katz '61  
 Richard C. Lufkin '68  
 Jennifer L. Maxwell '01  
 Sarah J. Simon '72

### **Awards Committee**

R. Gregory Turner '74, MArch '77, Chair  
 Bruce A. Blomstrom '59, SM '62  
 Joseph Harrington III '61, SM '63, ScD '66  
 Cordelia M. Price '78, SM '82  
 Chiquita V. White '85

**Corporation Nominating Committee**

Donald E. Shobry's '75, Chair

O. Reid Ashe Jr. '70

David A. Berry '00, PhD '05

R. Erich Caulfield SM '01, PhD '06, Association Board Member

Judith M. Cole, Executive Vice President and CEO, Ex-Officio

Sharon A. Israel '86, Association Board Member

Darcy D. Prather '91

Libby Seifel '78, MCP '79

Theresa M. Stone SM '76

Anne Street '69, SM '72

Jennifer Yang '97, Association Board Member

**Program Committee**

Hyun-A C. Park '83, MCP '85, Chair

Stacey T. Nakamura '80, Vice Chair

Nicolas E. Chammas SM '87, Association President, Ex-Officio

Charlene Chuang '05

Judith M. Cole, Executive Vice President and CEO, Ex-Officio

Ellen Sue L. Ewald SM '89

Kaia M. Goldstein

Karen W. Ho '94

Anna Newberg

K. Hari Reddy SM '01

Jorge A. Rios

**John A. Wilkens PhD '77 Association Volunteer Leadership Awards****Bronze Beaver Award***Highest Association Honor for Individuals*

Stephen D. Baker '84, MArch '88, has been especially outstanding in his service to Fraternities, Sororities, and Independent Living Groups. He is a frequent contributor in the Division of Student Life and was an important member of the last two MIT search committees for the dean of student life. Steve has served the Alumni Association as a mentor to four different undergraduate students in the Community Catalyst Leadership Program. In 2013, he was selected to serve on the Alumni Association Board of Directors. In his role on the board, Steve works closely with the newly formed Graduate Alumni Council, leading the group's Graduate Alumni Working Group. In 2014–2015, Steve served on the board of the MIT Alumni Association's BGLATA (Bisexual, Gay, Lesbian, and Transgender Alumni of MIT) affinity group.

James S. Banks '76 returned to MIT just three months after graduation as a member of the Hewlett-Packard corporate recruiting team, a role that he continued until 2005. Later, Jim supported Career Services with facilities renovation funding and equipment grants, advised on new recruiting process tools, and assisted in the group's transition to a paperless résumé process. He served for more than 15 years on the Office of Minority Education's Industrial Advisory Committee on Minority Education, which he helped found. Jim is deeply engaged with BAMIT, holding the positions of board member,

parliamentarian, nominations chair, vice chair, and chair. Under Jim's leadership, closer ties between BAMIT and the MIT administration were initiated. He served two terms on the Alumni Association Board of Directors and is vice president of his class.

Nicolas E. Chammas SM '87 served as president of the Club of Lebanon from 1987 to 2003 and made important strides toward club sustainability by ensuring an adequate leadership pipeline. He transformed the Educational Council in the Middle East and North Africa. Nicolas's leadership developed a very strong program with more than 40 educational counselors across the region, including four vice chairs who manage subregions and nearly quadrupling the number of active volunteers during his tenure. Nicolas is the founder of the MIT Enterprise Forum for the Pan-Arab Region. The chapter promotes MIT-style entrepreneurship through business plan competitions. He served several terms on the Association's Board of Directors and was the first director to represent the international community. Nicolas has served as vice president and president of the Alumni Association.

Stacey T. Nakamura '80 has a distinguished record of service to the MIT community through his willingness to share expertise, his three years of service on the Alumni Association Board of Directors, his 10 years as president for the Class of 1980, and his outstanding leadership of the MIT Club of South Texas. Stacey's effectiveness with Encompass is evident in his role as webmaster, vice president of operations, and vice president of membership for the South Texas Club. He has served on the Class Reunion Committee and is in his second five-year term as class president. He has worked on fundraising for the class since 2005. Stacey has been a member of the Alumni Association Board of Directors and has served on the board's Program Committee and the Mega Club Council.

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

*Exceptional Service in Fundraising*

Timothy J. Aune '85

Tamra L. Johnson '01

Natalie M. Lorenz-Anderson '84

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

*Outstanding Service in Alumni Relations*

O. Reid Ashe Jr. '70

Laurie Dean Baird SM '92

John J. Golden Jr. '65

Sara Michelle Adams Harton SM '83

Agnes Ho MBA '95

Arthur A. Katz '61

Reynold H. Lewke '76, SM '76

James D. Shields '71, SM '72

Jennifer Yang '97

**Margaret L. A. MacVicar '65, ScD '67 Award***Outstanding Service Demonstrating Potential for Future Leadership of the Association*

Arjun Dayal '08  
 Pamela M. Gannon '84  
 Samantha Marquart Brainard '11  
 Aliza Blachman O'Keeffe SM '90  
 Dominic A. Ricci '99  
 Daniel J. Serna '04  
 Oliver R. Smoot Jr. '62  
 Narendra P. Tallapragada '13

**George B. Morgan '20 Award***Excellence in Educational Council Activity*

Lola M. Ball '91, SM '92  
 Karen A. des Jardins '81  
 Yolanda L. Hinton '77, SM '80  
 Gim P. Hom '71, SM '72, EE '73, SM '73  
 Carol L. Mohr '87  
 Laurie Nisonoff '70  
 Duffy D. O'Craven '85  
 Christine M. Reynolds '91  
 David D. Withee '74  
 Peter N. Zacharias '69, SM '71

**Great Dome Award***Highest Association Honor for an Organization***MIT Class of 1991 Reunion Planning and Gift Committees**

The Class of 1991 reunion planning and gift committees engaged nearly 50 volunteers in the planning and execution of their record-breaking reunion. The committee worked diligently to put together a comprehensive schedule of 25th-reunion events that would appeal to as many of their classmates as possible, and they reached out to classmates through many vehicles including social media, the Outreach Management Tool, and email. This combination of engaging events and comprehensive outreach resulted in the Class of 1991 shattering the record for the largest 25th reunion in history. The gift committee raised \$5,133,085 (from 45% of class members) and set new class and 25th-reunion records for participation and dollars raised.

**MIT Class of 2016 Senior Gift Committee**

The senior gift participation record has been broken every year since 2006. The Class of 2016 had a challenge ahead of it, with a participation record set at 87.63%. The gift chair made it a priority to develop a diverse committee of 27 members who represented different dorms, athletic teams, student groups, and FSILGs, along with prominent student leaders including the Undergraduate Association president, the DormCon president, the Panhellenic president, class council members, and the captain of the football team. The diversity of the committee allowed the team to reach and connect with a wide range of classmates. The committee raised \$22,778 from 920 donors and reached 88.29% participation, setting a new senior gift participation record.

**Schule MIT Wissenschaft**

Three years ago, the MIT Club of Germany established Schule MIT Wissenschaft (SMW), modeled on MIT's Science and Engineering Program for Teachers. It is designed to increase awareness in Germany of MIT and the MIT spirit of bringing the highest levels of knowledge to bear on real-world problems. To date, three very successful conferences have been held. Playing on the German word mit (with), Schule MIT Wissenschaft consists of a weekend conference of talks and workshops for secondary school teachers from all over Germany. Each conference features talks by distinguished German educators, Nobel laureates, and MIT faculty members. SMW spreads enthusiasm for MIT by demonstrating high educational standards and its spirit of working across disciplines to solve relevant problems.