

MIT Alumni Association ~ FY2016 Report to the President

The MIT Alumni Association provides a lifelong community for MIT graduates, a launching pad for students, and growing connection among MIT friends who include parents, non-alumni donors, and post-docs. The Association seeks to connect alumni, students, and friends to MIT and to one another through events, online offerings, and philanthropy. In 2016, of this population, 48 percent of alumni were engaged in one of these three ways.

Through a goal-setting process, we have identified key constituencies for particular outreach efforts: alumni earning undergraduate degrees in the past 10 years; alumni 11-24 years out; alumni with graduate degrees only; long-lapsed and never donors; and friends of MIT.

Highlights

The Association made substantial contributions to the MIT2016: Celebrating a Century in Cambridge festivities and took the lead on creating alumni-friendly events and marketing the celebrations to alumni. We formed an Alumni Association Campus Centennial Committee to coordinate key efforts:

- Creating alumni-friendly events such as an Alumni Day of Service; an alumni HQ during Campus Open House; a BBQ and parade on Moving Day; and Tech Reunions Activities from centennial-themed events to a Toast to Tech gathering with music, dancing, food, and fireworks.
- Inviting alumni to campus with centennial-themed emails, *Slice of MIT* blog posts and *Tech Connection* news, and social media posts.
- Creating specialty items like a unique keepsake map with vellum paper layers illustrating eras of campus expansion and an interactive digital map featuring layers detailing this growth.
- Producing a five-video series, *Bringing 1916 to 2016: MIT Centennial*, and a Today in 1916 Twitter channel also supported centennial efforts.

Celebrating its 75th year, the MIT Annual Fund drew support that resulted in \$75,672,706 donated by 44,696 alumni, student, parent, and friend donors—a 9 percent dollar increase over FY15.

The two major alumni events on campus—Tech Reunions and the Alumni Leadership Conference—drew record-setting numbers of participants.

A new Giving to MIT website, featuring customized content, launched in March; a new Association website is slated to go live in FY17.

The Association collaborated closely with Resource Development in the successful public rollout of the MIT Campaign for a Better World in May.

The Association's Facebook and Twitter presence ranked first among all Ivy+ schools in terms of percentage of our alumni population engaged with MIT in social media.

Reunion gift campaigns, which count uncapped gifts and pledges, resulted in \$77.5 million in donations.

The Association supported 1,365 events worldwide, bringing together 51,480 alumni and friends.

Volunteers for MIT or the Association totaled 14,443 alumni and friends, a 4 percent increase over last year.

Slice of MIT, our daily blog, recorded 585,131 views this year, a 19 percent increase over FY15.

New videos and *Slice of MIT* Podcasts drew 131,994 YouTube views and 42,462 SoundCloud listens.

The Association's website attracted 895,083 visits that produced 3.6 million page views.

The first two MIT Alumni Virtual Career Fairs drew some 1,000 alumni from all 50 states and 51 countries who tuned in to live chat with nearly 40 employers.

The Office of Records, which maintains contact information on 95 percent of alumni, completed more than 160,000 record updates and recorded gifts.

After a careful vetting process, Information Systems provided new options for mobile-based event information, peer-to-peer interactions, text-enabled giving, and curated MIT news content.

Alumni Body

Living alumni totaled 134,344 at the end of FY16. Some 52 percent have graduate degrees only; 24 percent have both undergraduate and graduate degrees. In terms of composition, 23 percent are female and 14 percent are international residents. By school, 47 percent hold engineering degrees; 21 percent, science; 18 percent, management; 7 percent, architecture; 5 percent, humanities, arts, and social sciences; and 2 percent, other.

Alumni Relations

The Alumni Association championed the MIT2016: Celebrating a Century in Cambridge, with many staff members working with Institute Events on creating and supporting activities throughout the year. The Alumni Relations team focused on these activities:

- **Alumni Day of Service:** On April 19, alumni in 13 states and four countries volunteered at 24 nonprofit organizations, ranging from serving at soup kitchens to judging robotics competitions.
- **Campus Open House Activities:** During the April 23 Open House, 359 alumni and friends participated in activities—including a photo booth with MIT props and a history hunt—at the MITAA headquarters in Morss Hall.
- **Moving Day Activities:** 687 alumni and friends registered for events during Moving Day, May 7, that ranged from a BBQ hosted by the MIT Club of Boston to a parade to reserved seats to the pageant in Killian Court.
- **Tech Reunions Activities:** Centennial themes figured prominently in Tech Reunions programming: For the 119th Tech Night at Pops, music director Keith Lockhart commissioned British composer Mark Cumberland to compose *Ringtone Cycle*, incorporating popular ring tones, to celebrate the 100th anniversary of the 1916 MIT Telephone Banquet, which marked the celebration of the Institute’s move from Boston to Cambridge

Class and Affinity Programming

Tech Reunions 2016, held June 2–5, drew a record-setting 4,443 alumni and guests (570 attendees greater than the previous reunion attendance record). More attendance records were broken with 2,374 alumni on campus and by five classes: 2011, 2006, 1996, 1991, and 1951. The 161 official events featured signature reunion events like Tech Night at Pops and the Tech Day Program and centennial events (noted above). Read about the [2016 Tech Reunions highlights](#).

The Class of 2012 continued the Pi Reunion tradition (held 3.14 years after graduation) in Las Vegas with 472 alumni and guests in attendance. And the Class of 2009 joined the group to celebrate their Mole reunion, held six years after graduation, with 43 alumni and guests. In a separate event, Baker House held its largest reunion yet for the 1979–1981 group with 148 former residents attending.

The Cardinal and Gray Society (graduates at or past their 50th reunion) and the Emma Rogers Society (widows/widowers of alumni) held a number of successful joint events, including an October lunch and lecture in Concord, Massachusetts, that brought together 240 people. In partnership with the Planned Giving Office, the team held events in March that drew 112 people in Southern California and 60 in Northern California. A new partnership with Newbury Court, an assisted living community in Concord, Massachusetts, provided an opportunity for two new events—lunch and faculty lectures that drew a total of 250 guests.

Affinity group programs included a Black History Project gathering in Houston in November that included both prospective students and Bobby Satcher ’86, PhD ’93, an astronaut and surgeon. The 40th Chocolate City Reunion drew 113 people to an October three-day event. The 2016 Black Graduate Celebration broke attendance records by combining the Ebony Affair gala; a Fly-In for admitted black students; and invitations to graduate as well as undergraduate students. Another group, the [Alumni Association of the Center for Real Estate](#) (AACRE) boosted the interaction between students and real estate professionals through a lively holiday party bringing together 128 guests. And the Association of MIT Alumnae (AMITA) hosted a sold-out event with 85 alumni and student attendees a talk by Deborah Kolb PhD ’81 on her book, *Negotiations at Work: Creating the Conditions for Career Success*.

Student/Alumni Relations

The Parents Association outreach included a Hospitality Lounge at Orientation, a Commencement Reception for parents, and, during Campus Preview Weekend, a Parent Check-In reception with Boston-area alumni and other activities. Family Weekend 2015 drew more than 700 families and 2,000 individuals to events including a Nobel Laureate lunch, a new Family Weekend Tail Gate, and other gatherings. Some 54 new parent volunteers were trained as Parent Connectors and the team launched an enhanced newsletter by adding parent content to a special edition of *Tech Connection* each month.

Three sports-related events helped bring students and alumni together: the Varsity Softball 40th reunion, the Men's Varsity Basketball Banquet, and the Men's Varsity Basketball Biennial Alumni Day. In another campus program, visiting alumni speakers addressed 800 alumni, students, and friends at 33 events during the year.

The Community Catalyst Leadership Program (CCLP), a personal development program that matches undergraduate students with alumni coaches, hosted four educational workshops, which included more than 120 student and coach attendees. This year 99 students worked with 86 coaches, including 26 who were new to the program.

During January, 206 alumni hosted 437 students for the Student/Alumni Externship program.

Two Fraternity, Sorority, and Independent Living Groups (FSILG) won Weedon Awards for alumni outreach: Zeta Beta Tau won first prize and Zeta Psi received second place. Phi Beta Epsilon and Alpha Delta Phi won honorable mentions.

During Senior Week, the Association hosted the annual Move Out 'n Chill event that featured psychic palm readers, Italian ices, and opportunities to learn about Alumni Association services and programs.

The Association's commitment to serving the interests and needs of graduate alumni includes connecting with graduate students. Association staff participated in Graduate Student Orientation events, offered a panel and reception at the annual Alumni Leadership Conference (ALC), and co-hosted the Taste of... Dinners with the Graduate Student Council Activities Committee.

Working with academic departments, the Association supported more than 30 departmental events throughout the year, each aiming to connect alumni back to their home department and to each other via networking, career, social, or academic events. Examples included the Media Lab 30th Anniversary Celebrations and Mechanical Engineering Research Exhibition.

This spring the Association approved a new initiative that aims to create volunteer structures for graduate degreed alumni. The inaugural Graduate Alumni Council (GAC) will be a network of alumni who will serve as an advisory group on graduate alumni engagement. Currently 52 percent of living alumni are graduate degree-holders exclusively.

Alumni Education / Careers / SIGs

Two off-campus events drew significant alumni interest. In October, Nobel Laureate Robert Shiller SM '68, PhD '72 spoke to nearly 220 alumni and guests at an alumni event at Fidelity Investments in Boston. In December in Greenwich Village, 130 alumni and guests gathered for a

live taping of the WBUR comedy show *You're the Expert*, for an episode featuring the work of Leslie Dewan '07, PhD '13.

MIT Alumni Virtual Career Fairs were a hit. Some 2,173 alumni registered for at least one of the two fairs held in March and May; alumni were able to interact with employers from a range of industries and many had one-on-one informational interviews.

Career Lunch & Learn series offered noontime online sessions that included What Works for Women at Work—Four Patterns Working Women Need to Know and the Perfect Career Fit. If you missed any of these Career Lunch & Learn sessions, [catch the videos online](#).

Another career session, the Impostor Syndrome: Why Capable People Suffer from It & How to Thrive in Spite of It with Dr. Valerie Young, drew more than 200 alumni, students, and friends to a book signing and dessert reception.

The Faculty Forum Online: Alumni Edition series offered interactive webcasts that invited alumni to ask questions of alumni experts. Topics included Should We Go to Mars?, Feeding 10 Billion by 2050, and Gene Editing. The series also include a Genome Engineering 4.0 webcast at the Broad Institute in Cambridge. [Check out the archive of Faculty Forum Online](#) episodes if you missed anything.

A pilot virtual program called [Hack My Nonprofit](#), which focused on suggesting strategies for a K12-STEM nonprofit founded by two MIT10 alumnae, drew 75 alumni registrants and provided an opportunity to strengthen ties to the Venture Mentoring Service and MIT Media Lab.

Alumni Outreach

This year, 66 MIT alumni clubs—including 27 international clubs—held events for Toast to IAP in January.

The Alumni Association and *MIT Technology Review* co-hosted an MIT reception at SXSW Interactive Festival in Austin, Texas, attended by some 140 alumni and friends in March. In February, the Association arranged complimentary access to the MIT portion of the IHS Energy CERAWEEK that featured a panel of MIT Energy Initiative (MITEI) researchers and a related reception in Houston. In March, MIT Library Director Chris Bourg addressed Austin and San Antonio alumni.

In Florida, alumni attended a reception and gallery tour of student art work at Art Basel Miami Beach to celebrate the arts at MIT. In Southwest Florida, alumni gathered to hear Professor Linda Griffith discuss her work on using 3D tissue engineering to treat endometriosis. In Atlanta, Chancellor Eric Grimson PhD '80 presented a talk on how MIT is addressing global challenges.

Back in Boston, alumni leaders and volunteers gathered to work on priorities for the Boston-area group and the club hosted a packed house for a talk by NASA astronaut and MIT Professor Jeffrey Hoffman on space travel as part of its speaker series.

On the international front, the Association supported President L. Rafael Reif's visits to Beijing, Mumbai, and New Delhi. In a parallel effort, volunteer leadership engagement workshops for regional alumni were held in Singapore and Mumbai.

Travel

The Alumni Travel Program confirmed 620 travelers this year. Of the 39 total trips, 15 were led by MIT faculty. In addition, 15 gatherings were organized with local alumni that involved 59 international alumni and 154 travelers.

Annual Fund

The MIT Annual Fund is MIT's office of annual giving, which emphasizes the need for unrestricted support for MIT and support for annual giving initiatives across campus. In addition, the fund builds and strengthens support among MIT's individual donors and increases participation from alumni, students, parents, and friends.

In FY16, the MIT Annual Fund counted these totals:

- \$75,672,706
- 44,696 alumni, student, parent, and friend donors
- An alumni participation rate of 27 percent [33 percent undergraduate and dual degree (UG) alumni; 22 percent graduate student exclusive (GSE) alumni]
- \$8,293,375 raised for Institute unrestricted funds from 19,088 donors

Two collaborative efforts this year were particularly successful: Raising the William Barton Rogers Society (WBRS) entry level donation from \$1,000 to \$2,500 (students and young alumni have special, lower entry points) actually boosted giving at the \$2,500-\$99,999 levels from \$2,572,607 from 921 donors in FY15 to \$3,133,143 from 1,134 donors in FY16. Activities celebrating the MIT Annual Fund's 75th Anniversary included an all-day event in Lobby 10 in December that drew more than 300 students, faculty, and staff and the development of a lively video that thanked donors.

The Annual Leadership Giving (ALG) team connects with donors in a personal way—primarily through face-to-face visits—and encourages them to upgrade their support at the \$2,500-\$100,000 level. This year the ALG team made 510 personal visits to alumni, parents, and friends; the team closed 870 gifts totaling \$2.9M. The ALG team also identified a \$10 million estate gift for MIT, multiple six-figure gifts secured in collaboration with the Office of Leadership Giving (OLG) and other offices, and passed along 108 prospects to OLG.

The Class and Affinity Giving (CAG) team managed the Annual Fund's class-based volunteer fundraising initiatives as well as affinity-based initiatives such as MIT Crew. The staff recruited, trained, and stewarded the Annual Fund's more than 365 volunteers. CAG staff and 28 volunteers led the Senior Gift effort that resulted in two records: 88.2 percent participation and \$22,378 in gifts.

Tech Reunions giving broke new records as well. Through key collaborations between the CAG staff, ALG, and Resource Development, the total dollars secured for the Reunion gift campaigns this year was \$77.5 million, which counts uncapped FY16 gifts and additional pledges recorded for FY16 reunion donors, up from \$32.8 million in FY15. Tech Reunions also set participation records for the classes of 2001 and 2006; record dollars raised for 1976, 1981, 1986, and 2011; and participation *and* dollar records for 1941, 1956, and 1991.

CAG forged a new partnership with D-Lab in running the 10th annual Underclassmen Giving Campaign (UGC). To date, some 20 percent of graduates from each of the recent classes are loyal donors—having made a gift to MIT each of their four years as a student. CAG also managed an affinity campaign to support the Black History Project, securing \$44,000 in remaining funds of a \$250,000 Challenge.

The Marketing, Participation, and Stewardship team managed direct-response marketing and the Giving to MIT website as well as supporting the entire team’s marketing needs. This year the team launched the redesigned the [Giving to MIT](#) website in March to great success. The new site, a team effort combining skills of the internal technical team and external vendors Moth and Pod, allows for customized, variable content based on donor behavior, class year, and other factors.

In other technology efforts, the successful launch of Mobile Cause for text-to-give options showed the outreach tool has potential for real growth. Increased activity in crowdfunding stemmed from more aggressive outreach to campus partners.

For the second year, the team managed the bulk of Sloan’s direct-response marketing, an effort that resulted in gifts from Sloan alumni increasing from \$6,797,869 in FY15 to \$8,388,137 in FY16.

The marketing team continued to promote the MIT Campaign for a Better World beyond the launch in outbound solicitations by mail, phone, and email.

In addition to the regular WBRS event series and other donor recognition projects, the donor relations team piloted a series of successful graduate student exclusive (GSE) donor events in London, Toronto, Seattle, Los Angeles, Chicago, and Washington, DC.

[We thank all our donors listed here.](#)

Communications

Communications led efforts to engage alumni in the centennial celebrations:

- Vintage-style postcards were designed with inspiration from mid-century tourist postcards.
- To illustrate the expansion of the campus since 1916, a map with vellum paper overlays was created and distributed during campus centennial events, receiving enthusiastic response.
- The five-video *Bringing 1916 to 2016: MIT Centennial Series* and a Today in 1916 Twitter channel supported centennial efforts.
- Outreach through centennial-themed emails, *Tech Connection* newsletter pieces, a series of centennial-themed blog posts for *Slice*, and social media campaigns promoted specific events.
- Other specialty items included photo booth props used at centennial and reunions events and in social media, Hack the Dome magnet sets, and centennial tote bags

The Alumni Association Communications department provided strategic communications and marketing products for our alumni audience and services to Association departments. Our diverse communications efforts—from social media to the *Slice of MIT* blog to presidential invitations—aim to connect alumni to MIT and to one another. Targeted promotions for Association programs and events—including multimedia outreach on behalf of Faculty Forum Online, Tech Reunions, and the Alumni Leadership Conference—bolstered interest in and attendance at events and deepened alumni engagement. The department has led key aspects of the Association’s website redesign through the initial phases.

The Creative Design team collaborated and strategized with MITAA program areas to build affinity and engagement through more than 300 content- and marketing-driven pieces. The group also directs the annual President’s Holiday E-greeting, a video that has won several awards over the years.

This year improvements to email marketing have been a priority, including working with the Editorial team to implement best new email strategies to keep open rates high and designing, improving, and consolidating email templates for reunions, the MIT Alumni Quad app, and many other projects.

The team directed professional photography shoots at signature events, like Tech Reunions, and for marketing projects such as expanding alumni participation in the externship program. The team also expanded photo assets for the Cardinal and Gray/Emma Rogers groups and 11-24 cohort.

The Digital Communications team focused on increasing alumni engagement through social media, video, and other digital media. FY16 efforts helped boost engagement in all areas, including the totals below. Please note: The rankings below indicate our social media performance based on the percentage of engagement of our population compared to our Ivy+ peer institutions.

- Facebook: 42,002 fans (ranked 1st among Ivy+ schools)
- Twitter: 16,924 followers (ranked 1st among Ivy+ schools)
- Instagram: 4,037 fans (ranked 4th among Ivy+ schools)

We also realized success in other social media spaces:

- YouTube Views: 131,994
- SoundCloud: 42,462

The digital team ran 13 successful social media campaigns in FY16 including the highly successful campaign highlighting MIT’s connections to the *Star Wars* movie series. The seven social media Twitter Chats and Reddit Ask Me Anythings (AMAs) included one that ranked as most popular on Reddit’s Ask Science that day.

The team produced 24 videos focusing on startups, alumni memories and achievements, quirky MIT culture, Association programming, and the centennial themes. The five-video *Bringing 1916 to 2016: MIT Centennial Series* and a Today in 1916 Twitter channel supported interest in the centennial. And a three-part video series featuring three externship program sites supported the effort to expand alumni involvement in this groundbreaking program

The team also played an integral role in defining the social strategy for launching the MIT Campaign for a Better World and developing engaging social media campaigns and ongoing communication.

The Editorial team creates the *Slice of MIT* blog, *MIT Technology Review* articles, several periodicals, and core writing projects such as the Report to the President.

- This year, the Communications team featured 261 unique MIT alumni and friends in more than 300 articles, podcasts, videos, and interactive social media events in fiscal year 2015-2016, an 8 percent increase over last year.
- The [Slice of MIT blog](#) accumulated 585,131 total pages views, a 19 percent increase over FY15.
- The [Slice of MIT podcast](#), a joint effort by the Digital and Editorial teams, featured 39 alumni and friends in 21 podcast episodes in FY16.
- Team efforts helped boost attendance for ALC and the Virtual Career Fair by managing marketing campaigns.
- The team managed content for the MIT Alumni Quad app and marketed it to alumni.
- *Tech Connection*, a monthly e-newsletter for all alumni, achieved a 30.5 percent open rate (Note: the current open rate for email in the education sector is cited to be around 24 percent.).
- *Volunteer View*, sent quarterly to volunteers, has 35 percent open rate.
- The team produced more than 50 articles for *MIT Technology Review*.
- The AA sent 7.4 million emails, garnering an open rate of 32 percent.

Information Systems and Volunteer Services

Infrastructure and Operations

The Office of Records, in response to an email campaign soliciting updates as well as individual inquiries, completed these record corrections and additions to the Alumni Association database of record:

- Completed more than 112,000 biographical updates
- Recorded more than 57,000 gifts and nearly 7,000 pledges
- Supported 19 crowdfunding campaigns by recording more than 4,000 gift transactions
- Added more than 3,000 records for friends, parents, postdocs, widows, and affiliates
- Responded to more than 9,000 email and 1,942 phone inquiries from alumni, Institute staff, and others

The Web-Based Programming team led the project management and technical implementation of the Giving to MIT Web Site redesign that was launched in March, and it made significant progress on the new Alumni Association website, due to launch in FY17. The Giving to MIT project included many new personalized features for end users, as well as more sophisticated Google Analytics for improved, actionable donor insights. The team also adopted Agile development methodology to improve communications and increase productivity.

Seven new software products were adopted including Presdo Match and Guidebook, which were used as mobile event applications for the Alumni Leadership Conference, Family Weekend, and Tech Reunions events. The team also made enhancements to existing home-grown applications. Implementation of predictive modeling in concert with the new Outreach Management Tool aided in record reunion attendance. The Prospect Management Tool for alumni fundraisers continued to

receive annual improvements. The team also created a central help portal for the iModules Encompass platform and is working to implement a PayPal donation option.

The database team worked to increase data integrity, find mobile phone numbers in the database and implement a pop up asking for permission to use that number for contact by text message, and implement a regular system for loading faculty and post docs into the database. The team supported more than 2,000 programming requests from the Association and from DLCs across campus. Requests ranged from evaluating annual appeal performance to identifying trends among travel program participants.

Desktop support projects included technical set up and support for 29 new staff and three major events as well as upgrading Adobe, Office 2016, FileMaker 14, and Windows 10 products across Mac and PC platforms.

Volunteer Leadership Development

Volunteers continued to power the MIT Alumni Association and all its activities. Every club and class activity, every interest and affinity group, every mentor and externship opportunity is possible because of the countless number of hours that alumni and friends devote to MIT. And the numbers are impressive:

- 15,443 volunteers worked on behalf of MIT and the Alumni Association, up 3.5 percent.
- 14,202 alumni volunteers
- 1,241 non-alumni
- 13 percent international
- 32 percent women
- 43 percent donors

The Volunteer Leadership Development team provided strategic and administrative support to five Association and Institute committees: the Alumni Association Selection Committee (AASC), the Awards Committee, the Corporation Nominating Committee, the Nominating Committee, and the MIT Corporation Screening Committee. Members of all these important volunteer leadership groups are listed in the appendix. In addition, the team worked with alumni and staff to identify and prepare strong nomination slates for all standing committees of the board and for awards.

The MIT Corporation—the Institute’s board of trustees—elected the following three alumni nominees as term members in June.

- Noubar B. Afeyan PhD ’87, senior managing partner and CEO, Flagship Ventures Management Inc.
- John D. Chisholm ’75, SM ’76, private investor
- Song-Yee Yoon PhD ’00, chief strategy officer, NC Soft

In addition, the 2016 Recent Graduate Member of the Corporation, selected in preferential voting and approved by the MIT Corporation, is Vrajesh Y. Modi ’11, SM ’15, MBA ’15, who holds MIT degrees in mechanical engineering and management. Modi is a consultant at the Boston Consulting Group, working on strategy, pricing, and operations projects for industrial clients.

The Alumni Leadership Conference (ALC), September 19–20, drew 604 people, the highest attendance in ALC history. The weekend event opened with a keynote by Professors Vladimir Bulovic and Fiona Murray, who discussed innovation and entrepreneurship at MIT. Alumni also heard from key faculty, students, and fellow volunteers, including Ed Bertschinger, Sanjay Sarma, Karen Willcox, John Ochsendorf, and Provost Marty Schmidt SM '83, PhD '88. TIMtalks, a student-run TED talks-style event, was another popular session.

The Association thanks all volunteers! See a list of 2016 [volunteers by name](#).

Administration

Governance

The Alumni Association Board of Directors, led by [John Chisholm '75, SM '76](#), a serial entrepreneur and private investor, worked toward these priorities during this year:

- Increasing graduate student/alumni participation in MITAA programming
- Cutting through the “communications clutter”
- Developing agile response to changing technologies
- Measuring inputs and behavioral outcomes as activity becomes more distributed

At the Tech Day Luncheon, Chisholm handed off the ceremonial gavel to incoming Association President Nicolas E. Chammas SM '87, who serves as president in FY17. He is the chair of Elie D. Chammas & Company Holdings, the vice chair of Cedrus Bank, and president of the Beirut Traders Association, the oldest employers' organization in Lebanon. He earned his SM in civil and environmental engineering at MIT, his MBA from Harvard University, and a bachelor's from the American University of Beirut. Chammas has served twice on the Association board and been the Educational Council's regional chair for Arab countries for more than a decade; he is the founder and first chair of the Enterprise Forum's Pan Arab Region Advisory Board. He lives with his wife, Violette, and their children in Beirut, Lebanon.

Hyun-A C. Park '83, MCP '85, who was named president-select of the board, will serve as president in FY18. Park is president of Spy Pond Partners, LLC (SPP), a transportation management consulting firm headquartered in Arlington, Massachusetts. She founded the firm in January 2006 with her business partner, Frances Harrison '78. Park started her career working for MIT Professor Tunney Lee at the Massachusetts Division of Capital Planning and Operations. She and her husband, Jacob Friis SM '90, live in Arlington. They have two children, a son who is a second-year student at MIT and a daughter who is a junior in high school. Park is president of the Class of '83, active with the Council for the Arts at MIT, and a member of the Priscilla King Gray Public Service Center Leadership Council.

Other newly selected members of the board of directors include Bridget C. Brett '06, SM '08; Lisa Egbuonu-Davis '79; Karen W. Ho '94; David L. Fung '85; Sharon A. Israel '86; and Alex Menchaca '85.

Budget Summary

In FY16, the Association's total expense budget was \$15,631,618. The Institute provided general Institute budget funds of \$15,480,681 for Association programs, which included \$1,879,709 allo-

cated for subscriptions to *Tech Review*. The budget was balanced with \$115,000 from the Association's reserves and program revenues of \$35,937, net of credit card processing fees.

Through a combination of open position savings and cost sharing with Resource Development on collaborative efforts in events and information technology, the Association was able to fund all of the FY16 activity within the regular operating budget and closed the year with a surplus of \$369,338. This surplus will be used to offset the majority of the expenses originally earmarked for the carry-forward funds, which equaled \$480,000 in FY16. As a result, the Association will need only \$110,662 from the EVP&T Reserve to close its books.

Human Resources and Strategic Talent Management

The Human Resources and Strategic Talent Management team worked with senior management to support the talent needs of the Alumni Association, hiring 16 new employees and promoting 10 current staff members. The Alumni Association recognized six exceptional individuals and one team with Infinite Mile awards and presented Spotlight awards to 51 employees.

Working closely with senior managers, the team has enhanced new employee orientation and onboarding processes and completed strengths-based training for 100 percent of the AA staff. Additionally, 83 percent of managers have completed the Managing for Excellence in Advancement (M4XA) program. With Resource Development colleagues, the team created and launched the Administrative Professionals Learning and Development program. Other enhancements include a quarterly professional development series and the team is working to implement recommendations from an employee engagement survey.

Additionally, in response to the "Advancing a Respectful and Caring Community: Learning by Doing at MIT" report, the Alumni Association and Office of Resource Development staff have formed a Diversity and Inclusion Working Group, which aims to develop programs and provide ongoing communication about diversity and inclusion topics within the AA and RD community.

This group has also developed a written compact for the community:

"Our advancement community affirms the value of diversity. Our guiding principles of excellence, integrity, and respect are built upon the recognition that each person brings unique qualities, talents, and perspectives to our organization. Each community member is empowered to engage in open dialogue in order to build alliances across differences.

"We aspire to create an inclusive and equitable workplace that represents, supports, and celebrates diversity at all levels."

Judith M. Cole
Executive Vice President and Chief Executive Officer

Learn more about the MIT Alumni Association online: <http://alum.mit.edu/>.

Appendix: 2016 Alumni Association Board and Committee Members

Alumni Association Board of Directors

President

John D. Chisholm '75, SM '76

Term Directors

Laurie D. Baird SM '92

Stephen D. Baker '84, MArch '88

James S. Banks '76

Brian F. Brown '93

R. Erich Caulfield SM '01, PhD '06

Charlene Chuang '05

Heather M. Cogdell '89

Aliki K. Collins PhD '87

Paul D. Edelman '78

Ellen Sue L. Ewald SM '89

Damian Claudio Fernandez Lamela MBA '07

Adina E. Gwartzman '81, SM '82

Stacey T. Nakamura '80

Yiting Shen MBA '07

Raffaella L. Wakeman '08, SM '09

Elaine H. Wong '97

Jennifer Yang '97

President-Select

Nicolas E. Chammas SM '87

Past Presidents

John W. Jarve '78, SM '79

Donald E. Shobrys '75

At-Large Director

Elizabeth C. Ng '78

Chair, Annual Fund Board

Timothy J. Aune '85

Ex-Officio

Judith M. Cole, Executive Vice President & CEO

Committees of the Alumni Association Board of Directors

Presidents Committee

John D. Chisholm '75, SM '76, Chair
Nicolas E. Chammas SM '87
Judith M. Cole, Executive Vice President & CEO, *Ex-Officio*
John W. Jarve '78, SM '79
Donald E. Shobrys '75, Chair

Finance Committee

Laurie D. Baird SM '92, Chair
Brian F. Brown '93
Nicolas E. Chammas SM '87, *Ex-Officio*
Judith M. Cole, Executive Vice President & CEO, *Ex-Officio*
Aliko K. Collins PhD '87
Elizabeth C. Ng '78
Elaine H. Wong '97

MIT Annual Fund Board

Timothy J. Aune '85, Chair

Term Directors

Kerry B. Bowie '94, MBA '06
Alex Chan SM '11
Inge Gedo '85
Gim P. Hom '71, SM '72, EE '73, SM '73
Keith T. Kallberg '68, SM '69
Lindsay Androski Kelly '98
Steven P. Larky '84
Tyson C. McNulty '08
Sharon C. Ross '65
Robert S. Scalea '77
Andrew P. Strehle '91
Narendra P. Tallapragada '13

Invited Guests

Riccardo J. Di Capua '72, Annual Fund Board Immediate Past Chair
Natalie M. Givans '84, William Barton Rogers Society Chair
John J. Golden Jr. '65
Michael James McClellan, Graduate Student Council President
Taylor M. Rose '16, Senior Gift Committee Chair
Surekha Trivedi '96, SM '99
Lisa K. Ullmann P '17, Parents Fund Chair

At-Large Director

Heather M. Cogdell '89

Association President

John D. Chisholm '75, SM '76

Ex-Officio

Judith M. Cole, Executive Vice President & CEO

Julie A. Lucas, Vice President for Resource Development

Steven J. McAlister, MIT Annual Fund Director

Committee of the MIT Annual Fund Board***Goals Committee***

Robert S. Scalea '77, Chair

Timothy J. Aune '85

Kerry B. Bowie '94, MBA '06

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

Natalie M. Givans '84

John J. Golden Jr. '65

Lindsay Androski Kelly '98

Tyson C. McNulty '08

Surekha Trivedi '96, SM '99

Lisa K. Ullmann P '17

Nominating Committee

Donald E. Shobrys '75

Members

James S. Banks '76

Yiting Shen MBA '07

Raffaella L. Wakeman '08, SM '09

Ex-Officio

John D. Chisholm '75, SM '76, Association President

Judith M. Cole, Executive Vice President & CEO

John W. Jarve '78, SM '79, Corporation Nominating Committee Chair

Scott P. Marks Jr. '68, SM '69, Alumni Association Selection Committee Chair

Anne Street '69, SM '72, Awards Committee Chair

Sub-Committees of the Nominating Committee***Alumni Association Selection Committee (By Election)***

Scott P. Marks Jr. '68, SM '69, Chair

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

Milton H. Roye Jr. '78

Sarah J. Simon '72
Douglas E. Vincent '89
Annalisa L. Weigel '94, '95, SM '00, PhD '02

***Awards Committee**

Anne Street '69, SM '72, Chair
Bruce A. Blomstrom '59, SM '62
Joseph Harrington III '61, SM '63, ScD '66
Cordelia M. Price '78, SM '82
R. Gregory Turner '74, MArch '77
Kenneth Wang '71

***Corporation Nominating Committee**

John W. Jarve '78, SM '79, 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 & CEO, *Ex-Officio*
Paul D. Edelman '78, *Association Board Member*
Darcy D. Prather '91
Libby Seifel '78, MCP '79
Theresa M. Stone SM '76
Jennifer Yang '97, *Association Board Member*

Program Committee

Nicolas E. Chammas SM '87, Chair
Stephen D. Baker '84, MArch '88, Vice Chair
John D. Chisholm '75, SM '76, Association President, *Ex-Officio*
Charlene Chuang '05
Judith M Cole, Executive Vice President & CEO, *Ex-Officio*
Ellen Sue L. Ewald SM '89
Damian Claudio Fernandez Lamela MBA '07
Adina E. Gwartzman '81, SM '82
Kevin A. McComber '05, PhD '11
Stacey T. Nakamura '80
K. Hari Reddy SM '01
Edward F. Tau '95, MEng '96
John A. Wilkens PhD '77

Association Volunteer Leadership Awards

Bronze Beaver Award

Highest Association Honor for Individuals

- **Gerald “Jerry” M. Appelstein '80**

Jerry Appelstein has been a tireless champion of many of MIT's initiatives and a dedicated volunteer in countless ways. He has held numerous leadership positions with: the Cor-

poration Development Committee, the Educational Council, the Undergraduate Practice Opportunities Program, the Council for the Arts at MIT, the Corporation Visiting Committee for Libraries, and the Alumni Association Board of Directors. Appelstein's service dates back to his graduation year of 1980 with service on the Dormitory Council. After graduation, he immediately volunteered to be an MIT Educational Counselor (EC), and he remains an EC today. He has contributed his fundraising leadership and infinite wisdom during two terms on the Annual Fund Board and 10 years as a Corporation Development Committee member with three years as National Engagement Chair.

- **Barry R. Bronfin '60, SM '61, ScD '63**

Barry Bronfin has been heavily involved with regional fund soliciting, telethons, chair and co-chair of various class reunion gift committees, member of the Corporation Development Committee (CDC) and Annual Fund Board and served as Campaign for MIT National Committee regional chair. Besides fund and resource development activities he devoted much of his time to Alumni Association Boards and committees including the K-12 STEM Education Working Group and was a member of the AA Board of Directors. He has served as a mentor for the Undergraduate Practice Opportunities Program and as an Educational Council representative. His tireless and creative devotion to the MIT Club of Hartford as chair, director, and Alumni Association Liaison over the years has made the club a most vibrant organization.

- **Mohammed A. Jameel '78**

Mohammed Jameel '78 is a dedicated supporter of initiatives at MIT that improve lives around the world, and a true titan in giving back in time, talent and treasure to MIT. He has been engaged with MIT since the early 1990s, when he established a scholarship fund for students from Saudi Arabia and other specified countries in memory of his father. Since 1994, he has supported the educational aspirations of more than 140 of students at MIT through the Abdul Latif Jameel Toyota Endowed Scholarship Fund. He has also supported D-Lab's Scale-Ups program, which develops and helps commercialize affordable products for the poor. He was named a member of the MT Corporation in 2009 and became a life member in 2014.

Henry B. Kane '24 Award

Exceptional Service in Fundraising

- Inge Gedo '85
- Dirk A. Kabcenell '75
- Jesse Lipcon '65, SM '66

Harold E. Lobdell '17 Distinguished Service Award

Outstanding Service in Alumni Relations

- Farrokh K. Captain '66, SM '67
- Steven C. Carhart '70, SM '72
- Mary T. Centner '89
- Cristina Dolan SM '94
- L. Dennis Shapiro '55, SM '57
- Bruce D. Wedlock '56, SM '58, ScD '62
- Kenneth Kwokmung Yeung '88, SM '89

Margaret L. A. MacVicar '65, ScD '67 Award

Outstanding Service demonstrating potential for future leadership of the Association

- Ryan F. Allard '06
- Clinton C. Blackburn '08
- Bridget C. Brett '06, SM '08
- Elaine J. Harris '78
- Joseph H. Levitch '69
- Kathreen E Thome '09
- Vandita M. Wilson '90
- Kyle M. Zeller '06

George B. Morgan '20 Award

Excellence in Educational Council Activity

- Hope M. Barrett '98
- Eleanore G. Klepser '66
- Anne E. Lee '97
- Richard C. Lufkin '68
- Barry J. Margulies '89
- Edward H. Nakamoto '88
- Michael A. Paluszek '76, EAA '79, SM '79
- Christina Suk Fun Poon '88
- Tanya E. Segel '84
- Michael T. Strauss '79, '85, PhD '85
- Mary F. Tong '90, SM '91
- Michael R. Wildermuth '72

Great Dome Award

Highest Association Honor for an Organization

- **MIT Club of Northern California Energy and Environment Program Track**
The Energy & Environment Series of the MIT Club of Northern California has achieved an impressive level of success on its mission—to “actively inform and engage MIT alumni in a broad area of highly important topics relating to the replacement of fossil fuels for energy generation and transportation and other aspects of protecting the environment.” Since 2009, the E&E team consists of about 30 alumni volunteers who worked to produce 39 evening events, pioneered the MITEI on the Road series, and launched the successful Energy Tours program. The E&E events have attracted nearly 6,000 attendees, resulting in a large increase in club membership.
- **MIT Club of South Texas Science Olympiad Invitational**
The MIT Club of South Texas works to educate people in science, math and engineering. The club does this through the ongoing, multifaceted K-12 STEM activities undertaken by club members, notably the highly successful MIT Club of South Texas/Lone Star College-Kingwood Science Olympiad Invitational. Nearly five months of planning and preparation were required for the event, which included engaging the MIT Club of South Texas community and networking with the teacher/coaches of the middle and high school Science Olympiad teams in the area. This event was a transformational experience for many local students, alumni, and friends, increasing STEM knowledge among people in the greater Houston area.
- **Sigma Chi Fraternity, MIT Alpha Theta Chapter**
MIT's Sigma Chi Fraternity recently concluded a capital campaign to complete an award-winning renovation of its townhouse in Back Bay. The goal for the renovation was to

build a first-class living and learning environment while still feeling like a home. The chapter managed to accomplish that, sensitively restoring their landmark residence and upgrading it for the next generation of MIT students. The building now has new plumbing, electrical, air conditioning, heating, lighting, a life safety system, computer networking, a five-stop elevator and extended central stair, a new kitchen and bathrooms, and an additional fifth floor. Sigma Chi was able to complete this comprehensive overhaul with enough historical integrity to earn the project a Preservation Achievement Award.

***Honorary Membership** –*presented at the June 2016 Technology Day Luncheon
Extraordinary Service to the Association or the Institute*

- Professor John H. Harbison
- Professor Emerita Candace L. Royer

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