Association of Alumni and Alumnae of MIT

> "... to further the well-being of the Institute and its graduates by increasing the interest of members in the school and in each other."
>
> —The MIT Alumni Association's Constitution, 1875

The Alumni Association's programs and services, detailed in this report, continue to serve its mission by strengthening personal attachments between MIT and its alumni. In broad terms, the Association's programs are designed to build and support classes, clubs, and alumni groups; provide opportunities to connect students, alumni, faculty, staff, and parents in meaningful ways; and enable alumni advocacy. These important connections support MIT in a variety of ways, but most tangibly through the identification and development of a committed volunteer corps and through the annual fundraising of the Alumni Fund. This past year, the Alumni Association engaged nearly 7,000 alumni volunteers in its programs, services, and events; and it encouraged over 31,000 alumni to make a financial gift in support of the Institute. In terms of alumni participation of both volunteers and donors, fiscal year 2004 was a stellar year for MIT and its Alumni Association.

By the Numbers

Currently, there are 102,245 living alumni for whom the Association has contact information. This represents a 3 percent increase over FY2003 (98,040).

Participation by alumni at events and as volunteers continued to increase. Some 6,938 alumni volunteered their services in FY2004 to help administer the Association's many successful programs and services.

This past year the Association facilitated 1,223 club events, 155 alumni education events, and 17 class reunions (including Senior Week). In addition, the Association held the Alumni Leadership Conference (ALC), a number of corporate events, Cardinal and Gray meetings, Graduate Alumni Seminars, Young Alumni Seminars, Enterprise Forums, Alumni Travel Programs, and Parents Weekend. Those events successfully connected alumni to MIT through presentations by 113 faculty, 19 staff and administrators, and 64 alumni speakers.

The Alumni Fund had a record number of donors (31,205); a record number of graduate alumni donors (11,987); the third-highest dollar total of the fund ($31,467,990); two classes with reunion gift records (1949 and 1959); and the highest number of young alumni donors since the start of the Young Alumni campaign in 1999.

Internet usage continues to grow for MIT alumni. At present, there are 60,089 registered Infinite Connection (IC) users. The Online Alumni Directory received more than a

million page views in FY2004, and Email Forwarding for Life continues to show heavy usage. Both online services have become essential tools for alumni.

SmarTrans, an online event management system, was implemented by 62 alumni groups this year. SmarTrans provides considerable support for planning, promoting, and managing events and club activities, as well as for capturing attendance information previously unavailable to the Association.

Space moves and renovations were completed, including a space swap of 10-140 for 10-370 with the Laboratory for Electromagnetic and Electronic Systems, and the development of a 15-station automated phoning center within the main Alumni Center offices. The calling center allowed us to increase the volume of calls and pledges by 38 percent in FY2004.

In FY2004, the Association spent $257,000 less than in FY2003, a 3 percent reduction in expenses. The Institute provided general budget funds of $7,460,000 for Association programs. This, in turn, was supplemented by $206,000 in Association credit card royalties and $327,000 in program revenue. The full general budget for the Association also included an additional $1,700,000 allocated for subscriptions to *Technology Review*.

Our total headcount is 86 (5 of these positions are currently on hold). Twelve people left the Association, 8 were hired, and 17 people were promoted.

Organizational Change

The Alumni Association made structural changes in the organization and redefined strategy and operational teams in order to meet the Institute's fiscal challenge. Despite budget constraints, the Association identified and achieved a number of critical goals this past year, including the following:

- Improving communications with alumni
- Engaging more alumni
- Positioning the Association to more effectively assist in achieving the broader goals of MIT
- Maintaining lifelong engagement with alumni
- Increasing fundraising dollars and donors

The following management goals were identified:

- Consolidate expertise to improve quality, efficiency, and cost-effectiveness
- Improve understanding of key alumni constituencies and more accurately measure effectiveness in serving them
- Provide opportunities for staff growth and retention
- Achieve FY2004 budget cuts and position the Association for FY2005 reductions
- Clarify authority and the decision-making process
- Maximize effective delivery of programs and services

Honorary member (HM) Elizabeth Garvin began serving as executive vice president and CEO of the Alumni Association on July 1, 2003. The following specific restructuring was then implemented:

- Under the leadership of Monica Ellis '91, director of the alumni fund, the Association implemented an integration strategy for all fund solicitations and created a new focus on "leadership giving" with donors of $2,000 and more.
- The Geographic Programs group was redefined and integrated into Alumni Activities, led by Christine Tempesta. Within this unit, a new Alumni Education team, directed by Louis Alexander HM, was created to develop seminars and regional programs to serve all alumni and increase direct contacts with faculty. The group also incorporated Alumni Career Services into the Alumni Activities Online Services team.
- The Association consolidated its communications initiatives by creating a new Communications Department under the leadership of Maggy Bruzelius, director of communications, to determine strategy and manage content development for all media.
- Diana Strange HM, secretary of the Association, managed and coordinated the national boards and committees, including the Board of Directors and its committees, the National Selection Committee, and others.
- Joe Recchio HM was appointed director of Operations and Information Systems, combining the Alumni Network Services and Alumni Information Systems functions to achieve a better integration of data and customer service issues.
- CEO emeritus William J. Hecht '61 continued on a half-time basis to represent the Association at domestic and international events and continued to develop important relationships with alumni. Former Alumni Fund director, Joseph S. Collins HM, now a senior development officer, worked with older alumni to increase annual gifts and planned gifts.

Special Initiatives

In FY2004, special attention was given to two important alumni relations issues: the future of the Fraternities, Sororities, and Independent Living Groups (FSILGs) at MIT and support for various athletic initiatives. Beth Garvin served on the Presidential Task Force on FSILGs, which led to the creation in April 2004 of a new position, director of FSILG Alumni Relations. This new position reports to both the Alumni Association and the dean for undergraduate student life. Association staff also worked with the newly formed Friends of the Department of Athletics, Physical Education, and Recreation (DAPER) to encourage support for athletics and increased fundraising collaboration with the Friends of MIT Crew.

To support the presidential search process, the Association added several communications to alumni to solicit nominations and comments on the necessary qualities of the next president of MIT. Some 250 alumni took the time to formally write their suggestions regarding the search. In addition, Alumni Association president Paula J. Olsiewski CM '79 served on the search committee.
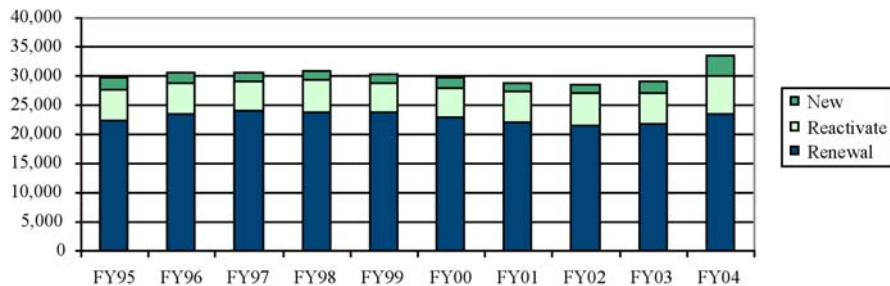
The Alumni Fund

This year, the Alumni Fund, led by Fund Board chair Scott P. Marks '68, reported a record number of alumni donors (31,205) and its third-highest dollar total ($31,467,990), exceeding goals set at the start of the year. The Alumni Fund includes gifts from alumni, parents, students, and friends capped at $100K. Without this cap, the total sum raised from these individuals in FY2004 was $110.9M. The Parents Fund exceeded both donor and dollar goals with a record-setting $596K from a record 2,191 non-alumni parents. Reunion giving reported an impressive total of $81.7M, with two classes (1949 and 1959) setting reunion gift records this fund year. The fund reported a record number of graduate student exclusively (GSE) donors (11,987) and achieved the highest number of young alumni donors (2,544) since the inception of the Young Alumni Campaign in 1999.
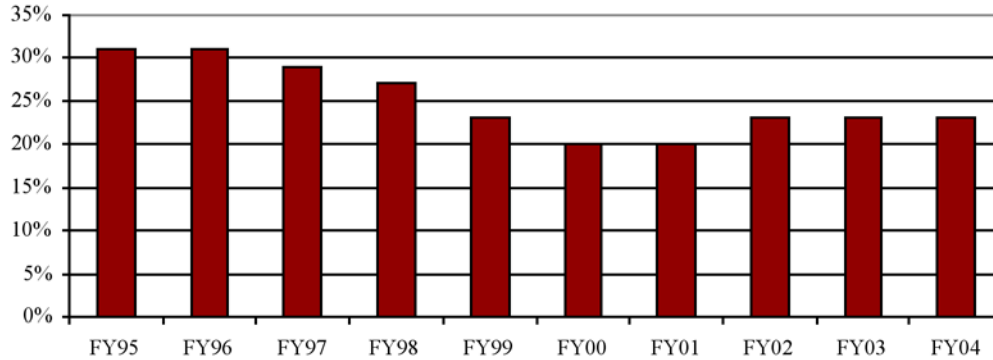
Alumni Fund Total Dollar Funds (Capped at $100,000)
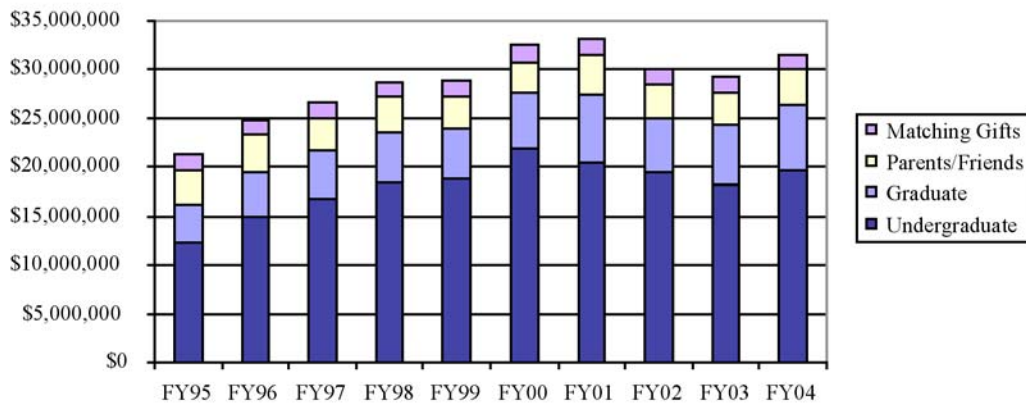
Alumni Fund Total Donor Results

Young Alumni Participation

Fund Staff Restructuring

When the Association leadership changed this year, the senior staff leadership of the Alumni Fund also changed, with some restructuring of the staff that supports the fund. Under the new structure, the fund director was given dedicated responsibility for overall fund strategy and all fundraising activities were consolidated in one staff unit. The Institute-mandated cutbacks resulted in a reduction in the total number of fundraising staff from 15 administrative staff to 13.25 and from 8.25 support staff to 5.75. Given these constraints, the fund director organized the staff to consolidate expertise, and she developed and implemented an integrated fundraising strategy. She created a new focus on leadership giving and sharpened the focus for class giving. A smaller staff meant challenges in addressing the growing expectations for supporting special constituency fundraising and for meeting our longer-term goal to increase the number of active fundraising volunteers.

This renewed focus on the Alumni Fund provided opportunities for staff growth and resulted in strong retention of experienced fundraising staff. We saw an increased synergy among the fundraising staff and better partnerships with Alumni Activities and the Communications Department. Fund staff also benefited from process improvements achieved by the Association's Operations and Information Systems staff.

Responsibilities and Goals

The five primary responsibilities of the Alumni Fund are to (1) communicate the case for giving to MIT; (2) educate potential donors about the importance and impact of alumni support; (3) solicit alumni, students, and parents for annual gifts to MIT; (4) provide donor stewardship; and (5) report Alumni Fund results.

In FY2004, the key areas of focus for the Alumni Fund were to leverage consolidated fundraising activities, initiate a leadership giving program, continue the implementation of effective fundraising strategies, maximize efficiency and the use of scarce resources, and maintain our focus on the key goals of increasing donors and dollars to the fund. The Alumni Fund Board set the following goals for the FY2004:
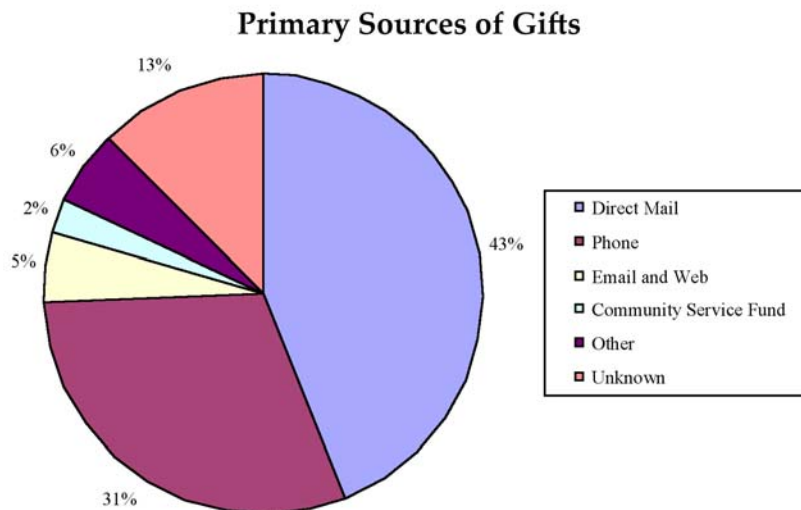
- $30M in capped donations
- 29,500 alumni donors
- Improve focus on reunion giving in fund planning and execution
- Define young alumni game plan
- Develop and implement leadership giving program
- Implement "scorecard" for fund reporting and review
- Refine long-term goals

The long-term goals set by the board include the following:

- Improve fund performance via better market research
- Increase young alumni participation
- Improve annual donor renewal rates
- Improve stewardship of $2,000+ donors
- Exploit changing media opportunities
- Increase pool of active and able volunteers

Alumni Fund Strategic Initiatives

To meet these goals, the Alumni Fund employed the classic fundraising strategies of direct mail, phonathons, and reunion giving. The fund continued to encourage online giving and engaged partnerships with several special constituencies on campus. In addition, the fund implemented a new leadership giving program.

Primary Sources of Gifts

Legend:
- Direct Mail
- Phone
- Email and Web
- Community Service Fund
- Other
- Unknown

13%, 6%, 2%, 5%, 43%, 31%

Direct Mail

Our most successful direct mail campaigns for many years have included the institutional appeals from President Vest to all alumni and parents and from department heads to graduate alumni, as well as the annual fall and spring "Fund Record" mailing. These mailings yielded 13,904 alumni gifts to the FY2004 fund.

This year we adjusted the timeline for reunion gift direct mail solicitations, adding a second solicitation in the fall. We continued the popular class agent "greeting card"–style appeals and targeted direct mail appeals to young alumni, athletics alumni, and other groups. We experimented with a new Parents Fund solicitation that addressed the question, "Why are MIT students so special?" featuring brief biographies and photos of students. The new leadership giving program initiated two mail solicitations. The fund monitored results from these mailings to determine their effectiveness. Direct mail produced 43 percent of the total donors to the fund in FY2004.

Phonathons

The telephone has continued to be an effective solicitation tool, having generated 31 percent of the donors to the Alumni Fund in FY2004. This year the focus was on maximizing the effectiveness of volunteer phonathons and expanding the successful Tech Caller program. We planned on fewer volunteer callers and decided to rely on the trained, paid student tech callers. Our new phonathon center enabled a much more efficient calling environment, and we hired more students to make calls. In total, callers reached 42,350 alumni and raised more than $1,523,080 from 12,249 donors.

The expansion of the Tech Caller program will provide an exciting future for the Alumni Fund. Because the call center utilizes RuffaloCODY's CampusCALL® telemarketing software, calls can be made more efficiently and, ultimately, more cost-effectively. The call center was expanded in March with the addition of five more call stations, enabling the tech callers to reach more than 42,000 alumni and parents—over 18,000 more calls than in FY2003.

Reunion Giving

More than 180 reunion gift committee volunteers worked with Association staff to raise $81.7M in gifts and pledges that were presented to the Institute during the Technology Day Luncheon on June 5, 2004. Reunion classes were responsible for about 20% of the undergraduate donors in the Alumni Fund, as one might expect; but these classes generated over 30% of the dollars reported in the Alumni Fund this year from this cohort. The Class of 1949 set a 55th reunion gift record with $5.3M from 51% of the class. The Class of 1959 set a 45th reunion gift record with $4.6M from 46% of the class.

Reunion Gifts, by Class, FY 2004 — Total $81.7M

Class year	Reunion	Participation rate	Gifts
1924	80th	21%	$4,047,849
1929	75th	26%	$2,342,970
1934	70th	66%	$4,328,582
1939	65th	80%	$527,052
1944	60th	63%	$4,682,730
1949[a]	55th	51%	$5,321,250
1954	50th	65%	$25,735,185
1959[a]	45th	46%	$4,615,950
1964	40th	65%	$21,198,048
1969	35th	47%	$405,967
1974	30th	41%	$566,526
1979	25th	66%	$2,655,249
1984	20th	40%	$185,358
1989	15th	33%	$194,929
1994	10th	30%	$57,601
1999	5th	20%	$39,401
2004	SG	30%	$32,347

[a]New record

Email and Online Giving

The fund has been marketing online giving options more broadly, resulting in a 47% increase in donors who made gifts online over last year and a 553% increase over five years. The fund continued to experiment with email, using *Tech Connection* to encourage donors to make gifts online and targeting emails to young alumni, certain reunion classes, and donors who work for matching-gift companies. In collaboration with Resource Development, we began the process of redesigning the "Giving to MIT" website to be launched at the conclusion of the current capital campaign.

The MIT team won the Council for Advancement and Support of Education's Gold Award in 2003 in the special purpose/special solicitation materials category for the "Spring Time at MIT" Flash presentation. The presentation was emailed to all nondonors in June 2003 as a final attempt to solicit their gift to the Institute.

In June 2004, a final solicitation was again sent out in email form. An email plea from department heads was sent to all graduate alumni nondonors. The Flash presentation was sent to all undergraduate alumni nondonors. A second version of the presentation was created, for stewardship purposes, to thank all current year donors.

Partnerships with Special Constituencies

Working with various campus groups, the Alumni Fund developed solicitations for the Friends of MIT Crew, Friends of DAPER, various fraternities, sororities, and independent living groups, and religious groups such as Hillel, Tech Catholic Community, and the Lutheran/Episcopal Fellowship. These partnerships proved successful again this year. For example, the fund's partnership with the Friends of MIT Crew (FOMITC) yielded striking results. From direct mail, tech callers, and newsletters, FOMITC raised $214,858, nearly double the amount raised in FY2003.

Leadership Giving Program

Authorized by the Alumni Fund Board, a new focus on leadership giving was launched. The program focuses on the solicitation and stewardship of donors contributing at the fund's donor recognition levels ($500, $1K, $2K, $5K, and $10K). After defining objectives and procedures, staff in the Association and Resource Development formed a partnership to assure the success of the program. Prospects received two targeted direct mail solicitations, and donors were sent stewardship materials from the fund's donor recognition societies. Potential leadership donors were also personally solicited by volunteers and by Association staff during the course of the year on 17 trips.

Parents Fund

The Alumni Fund staff worked closely with the Parents Program staff to achieve their fundraising goals. Nearly 2,200 parents made gifts to MIT, a new record, contributing $596,381 to the Alumni Fund totals. Details regarding the Parents Fund are included in the Alumni Activities section of the report.

Other Alumni Fund Initiatives

The fund staff initiated several "soft" solicitations this year, with good results. Gift forms were placed in event registration packets at the Alumni Leadership Conference and at Family Weekend. The *Parents News* "bind-in" envelope proved to be effective, with a return of 145 gifts.

Stewardship is a core element of the fund's responsibilities. During this year, the staff worked together to refine the process for stewarding funds established by classes, clubs, and alumni groups to be sure that leaders of these groups were made aware of the uses of their funds. The Alumni Fund annual postcard was sent to all donors, making them aware of the previous year's results. The Young Alumni Campaign conducted a thank-a-thon in which young alumni volunteers called young alumni donors. The responses

were very favorable. This campaign also produced a donor recognition mailing, listing names of all young alumni donors by class.

Fund Results

Overall, there is much good news in the results achieved this year. Below are some of the outstanding outcomes, including several records indicated with an asterisk.

- A new donor record of 31,205 (previous record was 30,815 set in FY1988)*
- Undergraduate donors (19,218) were the highest since FY1998, with a growth of more than 1,000 over last year
- Record graduate-student-exclusively donors of 11,987 (previous record was 11,243 set in FY1999)*
- Dollar total $31,467,990 is an increase of more than $2M over last year and third-highest Alumni Fund total
- Record Parent Fund donors of 2,191*
- Record Parent Fund dollars reported in the fund of $596,381*
- Overall donor growth of 7% and dollar growth of 7.4%
- 10% growth at the $5–10K level
- 15% growth at the $1–2K level
- 11% growth in Century Fund donors (young alumni with gifts of $100–$499)
- Renewal rate increased to 78%

This year, for the first time, the Alumni Fund Goals Committee put significant focus on strategic goals, both long-range and shorter term. Reflecting this emphasis, the fund reported the following summary of strategic achievements for the year:

- Creation of new leadership giving program
- Refined phonathon strategy and expansion of the Tech Caller program
- Consolidation of stewardship activities, resulting in process improvements
- Collaboration with the Communications team to enhance fundraising materials
- Effective and successful implementation of strategies in the face of significant change
- Development of a postcampaign strategy for young alumni fundraising

MIT Capital Campaign

The Association continues to collaborate with Resource Development to solicit gifts for the Campaign for MIT, to manage jointly the Giving to MIT website, and to leverage other communications tools across the units. The Alumni Fund reinforces to our broader alumni audience the goals of the campaign and focuses on campaign priorities across its fundraising efforts. For example, solicitations to graduate alumni this year used materials created by Resource Development to encourage giving to graduate student fellowships.

The Alumni Fund Board set a campaign goal of $225M ± $5M in cumulative annual gifts, which still stands as the largest "gift" to the campaign. After five years, campaign gifts in the Alumni Fund total $214.2M.

Alumni Activities

The mission of the Association's Alumni Activities programs is to develop and support an interactive, global MIT community through quality programs and services and to generate alumni participation and connection, as well as to develop and cultivate future volunteers, leaders, and donors.

This past year the Geographic Programs group was redefined as Alumni Activities, consolidating all alumni relations programs within one organizational unit. Nearly all of the 30 staff in the group experienced change in their workday, with new promotions, team reorganizations, reassignment or increase of job duties, and new supervisors or subordinates. In addition, approximately half of the staff moved office locations, and two units, Reunions and the Enterprise Forum, were folded into the group during the second quarter. Despite significant change, the staff successfully achieved new objectives and developed new programs and strategies. Collaboration became a key factor as both staff and volunteers learned new paradigms for working together. The results proved to be first-rate. Most programs achieved and surpassed their participation goals, and significant improvements in program marketing and promotion were made.

Alumni Clubs and Regional Programs

The Alumni Clubs group was reorganized and renamed Clubs and Regional Programs. Two new staff-level positions were established and filled, keeping the total group size at five employees but redistributing the work more effectively. The effects of this change were positive, leading to better communication, collaboration, and customer service with our clubs and their volunteers.

Staff took a fresh look at communications with clubs. Both the clubs brochure and the clubs quarterly newsletter, which we renamed *Focus,* were revised. These publications were redesigned to be more streamlined, bolder in appearance, and more user-friendly. *Focus,* in particular, was created to be a quick-reference guide, delivering timely information and tools to our club officers.

The Alumni Activities group travels in the field more than any other Association department. The group became a recognized resource to other groups, such as Leadership Giving, Reunions, the Enterprise Forum, and Reunion Giving, since Activities personnel were able to meet with a wide range of volunteers while traveling. The strongest collaborations were with Alumni Education and parents, students, and young alumni groups. The Young Alumni Seminars, as well as the Graduate Alumni Seminars, had real buy-in and support from the alumni clubs. The new Toast to Independent Activities Period (IAP) events resulted in the engagement of many new young alumni and the recruitment of new volunteers in many of the participating clubs.

Customer service was a key strength this year. Although budget resources were reduced, redistributed human resources allowed us more time in the field to conduct more board training; identify and recruit more volunteers; and rebuild, reestablish, and deepen relationships with club volunteers nationally and internationally. Improvements went beyond one-on-one volunteer contact. Improved online services for clubs, including the revised Club Leaders Toolkit and the introduction of SmarTrans, provided clubs with the resources to plan events more effectively, track attendance more efficiently, and recruit members more easily.

Highlights

During FY2004, the Clubs and Regional Programs group raised the bar by spending more time in the field, face-to-face with alumni volunteers. They provided increased volunteer training, improved volunteer stewardship, and enhanced their focus on the clubs as an umbrella organization, which met with more educational counselor regional chairs and Enterprise Forum and Sloan Club volunteers. Their record-breaking visit totals tell the story: Four staff visited a total of 69 clubs and groups (27% more than last year), attended 53 events (60% more than last year), attended 102 meetings (21% more than last year), and completed 207 individual visits (17% more than last year).

For training, the group implemented enhancements and carried out two club officers' workshops abroad, one in Europe and one in Asia. They conducted a second videoconference training session, an initiative begun last year. They engaged more volunteers in club-specific training workshops at the Alumni Leadership Conference, which received excellent reviews. Finally, they continued to enhance their relationships with a variety of offices on campus, collaborating on events, travel, volunteer and donor prospects, and many other topics.

Inauguration meeting of the MIT Club of Nigeria. (L to R) Standing: Mr. Charles A. Binitie, Dr. Fola Awokoya, Dr. Emmanuel Denenu, Prof. Adedoyin Soyibo, Dr. Jame Mbu, Dr. David A. Aderibigbe, Mr. Akin Jimoh, Dr. John Nwalor, and Mr. Niran Onifade. Sitting: Dr. Akintola Omigbodun, Prof. Awele Maduemezia, Ms. Toyosi Kolawole, Dr. Eugene C. Ibe, and Dr. Adewunmi Desalu.

Affinity Groups

This past year, we effectively reached out to our affinity group leaders as never before, rebuilding, reestablishing, and deepening our relationships with these organizations. The Alumni Association was positioned as a willing partner in the important work of these groups and served as a catalyst in creating working relationships between affinity groups and other MIT organizations.

Highlights

- Association of MIT Alumnae (AMITA) event with DAPER, featuring women athletes at MIT
- Puerto Rican Student Association 25th Reunion in San Juan, with 120 people attending
- Publicity in *Technology Review* for Black Alumni of MIT, AMITA, and Bisexual, Gay and Lesbian Alumni of MIT (BGALA)
- Association website feature story on BGALA volunteer involved in the Massachusetts gay marriage issue
- Arab Alumni Association cosponsored a successful event on campus with the Arab Student Association

Tech Reunions and Class Programs

The Reunions team had a stellar year. The team's goal for reunion attendance was 2,700, which was an attempt to return to the number of attendees in FY2002. The final attendance number of 3,016 exceeded this goal and represents the highest number of attendees in the last 10 years.

Reunions 2004 began on Wednesday, June 2, with a special Enterprise Forum broadcast for early arrivals and concluded on June 8 when several classes returned from off-site resort locations. During this time, alumni participated in more than 116 distinct events, including traditional events such as Tech Night at the Pops (our largest event, with more than 2,000 attendees), as well as new events such as a lecture on the History and Lore of Pranks and Hacks at MIT.

One event that received special focus this year was the Technology Day Luncheon. Attendance at this event had been declining for the past several years. To increase attendance, the Reunions team took a two-pronged approach. The Technology Day Luncheon was marketed more heavily on the Tech Reunions web page and in the registration booklet. As a result, 794 alumni attended this year's Luncheon—up from 635 in FY2002 and 640 in FY2003 (when the event was the Tech Night Dinner).

In addition to Tech Reunions, the Reunions team planned several smaller events and activities for alumni. The most notable of these was the Class of 2000 Pi Reunion in Las Vegas, which was attended by 70 alumni. The Reunions team also worked with the Class of 2004 to plan Senior Week, which was attended by 293 members of the graduating class and by a total of 397 members of the MIT community.

Enterprise Forum

The MIT Enterprise Forum produced three live broadcasts in FY2004, reaching audiences of approximately 4,000, of which well over 900 (almost 25 percent) were MIT alumni. In total, the Enterprise Forum reached out to 97 viewing sites across the world in FY2004. Through increased collaboration with Clubs and Regional Programs, as well as making the broadcast available via webcasting, the MIT Enterprise Forum broadcasts were more easily accessible by MIT clubs and, as a result, viewing sites were significantly increased. For the first time, this year the programs were made available on MIT World.

Outreach to chapter volunteers increased significantly. Enterprise Forum held two Chapter Leadership meetings (in Cambridge in October and in Seattle in May) with 15 of the 18 US chapters represented and 1 chapter representative from Taiwan. A new volunteer manual for chapter leaders was also created, and chapter performance standards were introduced for the first time.

Significant energy was spent on nurturing current sponsor relationships through personal visits, with the intent to gain more insight into sponsor needs and to ensure longevity of the relationship. As a result, some new and personalized sponsor benefits were established and will be implemented for FY2005.

The MIT Enterprise Forum also focused on improving its brand image through new and improved design of all marketing materials, as well as the design of a newly expanded website with fresh content. The site is in its final stages and is to be launched officially at the end of July 2004.

MIT Parents Association

The MIT Parents Association maintained strong programming to benefit parents of current MIT undergraduate students and past parent donors.

Over 2,000 people, comprising 658 families, attended Family Weekend, the Association's annual gathering for parents and friends. In addition, the Parents Association facilitated 47 Summer Send-Off events and 155 welcome calls to the incoming Class of 2007 and invited all parent connectors to spring break events in their area. Three parent events in New York, northern California, and Boston were also hosted. In addition, the program provided significant assistance to Timothy and Cindy Poon P'05, who hosted a parent event in Hong Kong. The Parents Association and Alumni Association representatives who attended the Hong Kong event had the opportunity to develop and strengthen many relationships. In addition, parents received President Vest's annual welcome letter and two issues of *Parents News*, the Parents Association's quarterly e-newsletter, which has a circulation of approximately 2,200.

MIT Parents Dinner hosted by Timothy and Cindy Poon P '05, Hong Kong

The Parents Fund exceeded the $550K goal by raising $596K. This is a 20 percent increase over FY2003. The increased size of the Parents Fund Committee (31 members—up from 28 in FY2003), resulted in an increase of 40–50 fund-raising parent-to-parent contacts. This year's focus was on the Parents Fund annual mail campaign. Outreach by the newly created "Why Are MIT Students So Special?" brochure, mailed in November 2003, included a complementary tech caller postcard, a blow-in envelope in *Parents News*, and piloted a segmented spring mailing to parents of varsity athletes. Emphasis was also put on the major gifts program, with over 60 prospect visits, resulting in an increase in leadership giving and volunteer recruitment.
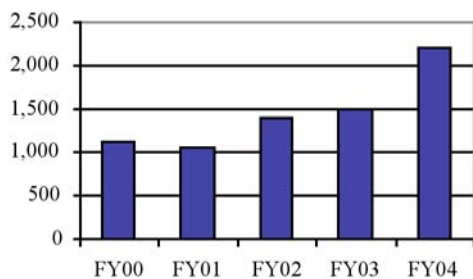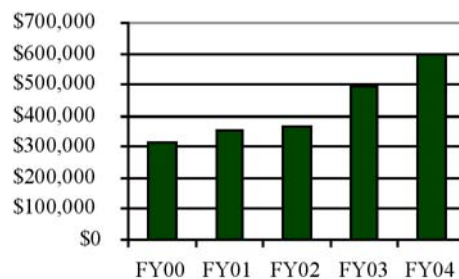
The Parents Association's collaboration within the Alumni Association and the Institute has been the driving force for much of the success this year. Interdepartmental relationships are being strengthened, enhancing our ability to build a bridge between parents and MIT. Offices we collaborate with include the Dean for Student Life and Undergraduate Education, the Chancellor's Office, the Admissions Office, Student Financial Services, MIT Medical, Campus Dining, MIT Libraries, DAPER, and the Orientation Office. We were also given the opportunity to invite a current parent to sit on the newly formed Insurance Review Board to represent the Parents Association.

Between the Campus Dining Board and the Insurance Review Board, we now have two key volunteers representing the Parents Association in an official Institute capacity.

Student and Young Alumni Program

Several new initiatives were developed and executed this year, including the following:

- Creation of the Student and Young Alumni Working Group. This provided important structure in developing a more systematic and collaborative approach to student and young alumni programming, and has also allowed the undertaking of broader projects, such as standardized and increased coding of students and screening of volunteers.
- Distribution of an Alumni Association cover wrap with *Technology Review*, identifying it as a gift from the Association and marketing our services to student and young alumni.
- Use of SmarTrans to support DAPER, FSILG, student, and young alumni events.
- Visits to several living groups to educate students about our services.
- Execution and planning of an Association open house (~300 attendees) for students, providing a face-to-face discussion of our services.
- Creation of the Toast to IAP event for young alumni in 14 cities nationwide.
- Development of a website for young alumni, including content on the Young Alumni Seminar Series, Young Alumni Travel program, and Young Alumni Campaign.

Student and Alumni Expo, Family Weekend 2003

Significant enhancements to preexisting programs include the following:

- Great strides with the Student Ambassador program this year, including cosponsorship by the Office of Admission, the implementation of monthly training, increased volunteer opportunities, increased student leadership, and execution of a recognition event.
- Continuation of our monthly student e-newsletter, which has one of the best readership rates of any in the Association.
- Increased student interest and participation in the Externship program.
- Increased Backpack to Briefcase participation (nearly 100 students attended, compared to 23 FY2003) through partnership with the Senior Class Council and by changing the time of year in which the event was held.
- Centralization and streamlining of all graduating student programs and communications as part of the You Made It campaign.

Alumni Education

In FY2004, the Alumni Seminars Program (ASP) was revamped and expanded into Alumni Education (AE). ASP had consisted of three components: MIT on the Road MOTR), Alumni Seminars, and the Young Alumni Seminar Series. Of these, MOTR was not held in FY2004, the name Alumni Seminars was changed to Club Seminars, and five additional programs were brought into the AE group (Corporate Seminars, Graduate Events, Cardinal and Gray events, Tech Seminars, and Technology Day).

This expansion improved cohesion of Alumni Association events, served more niche markets, served more alumni, involved more faculty and alumni as speakers, and improved the quality of event advertising.

We also reached out to more faculty, engaging them as speakers for a variety of events. For the first time in many years, we sent a brochure to the entire faculty to solicit speakers for clubs, which met with a good response. In addition, we developed new methods of thanking participating faculty to show our appreciation and recognition of their time and efforts.

Tech Seminars were a new initiative this year, and an excellent series of events was held in New York City in collaboration with its alumni club. We expanded the reach of the Cardinal and Gray Society by adding a West Coast event. We repeated our successes with corporate events, going back to such locations as the World Bank for the second year, while also having new events at Oracle and JPL that had strong results. Our Young Alumni Seminar Series and Graduate Alumni Seminars focused largely on recruiting alumni speakers, whose exceptional career-related stories drew large audiences.

Technology Day was an outstanding event, with higher attendance than in the last four years. Nearly 900 alumni and guests attended "Shifting Gears," a program devoted to the impacts of the automobile. The morning session, moderated by President Vest, was topped off by a special visit via satellite from Mike Fincke '89, an astronaut who spoke to the Kresge Auditorium audience from his current home aboard the International Space Station.

President Charles Vest HM welcomes astronaut Mike Fincke '89 to his 15th class reunion via video conference from the International Space Station courtesy of NASA. Technology Day, June 2003.

Online Services

SmarTrans, the online payment and registration processing system released by the Association in late FY2003, became highly visible this past year. Sixty-two clubs, classes, affinity groups, student groups, and internal event planning teams have been trained to use the product. The application went through several iterations during the year, with three major product enhancements. Internal development staff made revisions to reports and the user interface, enhanced existing features, and added new features. A 42-page user guide was added to the online resources available in the Club Leader's Toolkit.

With the use of help-desk tracking software provided by the Institute, SmarTrans support staff were able to track emailed customer service questions, inquiries, and issues. During the first half of the year, the two most frequent topics were enhancement requests and bug reports. As the product evolved, users increased and staff better understood volunteer issues, these topics became significantly less frequent.

Database cleanup, standardization of terms and procedures, and new coding projects continued. A considerable effort was made in collaboration with the Student and Young Alumni Working Group to create coding standards and input historical data of student group involvement, sports participation, and activities. Having this data will allow us to better target former student leaders for volunteer positions in classes, clubs, and other groups.

Alumni Career Services

The Activities team continued to enhance the marketing of the Institute Career Assistance Network (ICAN), focusing first on recruiting additional alumni to serve as career advisors (now totaling 2,831 volunteers), followed by targeted promotions to students and alumni. ICAN usage, especially among students, was up in FY2004. We hosted a Boston-area networking event where alumni and students were invited to meet the ICAN career advisors. We also instituted an automated email to alumni who update the company name in their employment record, inviting them to help other alumni by becoming an ICAN career advisor themselves. We captured more data regarding the satisfaction of those using ICAN and continued to get enthusiastic reviews about the benefits of networking.

This year more than 1,000 jobs were posted on the Association's alum-to-alum job bulletin board, a free service. We continue to work with Experience, an outside vendor that provides the product eProNet. There are 19,487 registered alumni users of eProNet, a service that allows recruiters to post jobs specifically geared toward MIT alumni.

Travel Program

FY2004 brought challenges and transitions to the MIT Alumni Travel Program. Programs early in the year were negatively affected by the war in Iraq. Programs that took place midyear were seemingly affected by the weak economy. Participation did

increase throughout the fiscal year. Our initial drop in travelers of 44% from FY2003 to FY2004 early in the fiscal year narrowed to only 26% by year's end (a final total of 445 travelers in FY2004).

Through benchmarking, we discovered that most alumni travel programs experienced the same (or an even worse) drop in numbers in FY2004. Compared to some usual "powerhouses," the MIT Alumni Travel Program was relatively healthy in FY2004.

Interesting trends this year are that travelers signed up for trips relatively late, sometimes one month prior to departure; domestic programs were weak, with many being canceled altogether; the mention of MIT components (faculty, special visits) in marketing materials appeared to have no bearing on traveler sign-up, with many "generic" programs selling best.

We continued our special young alumni trips, including another trip to Costa Rica. Initiatives for FY2004 included a marketing plan for international alumni and a new accounting system. Developed within the Systems, Applications, and Products in Data Processing system, accounts were created for each trip, allowing us to analyze income on a trip-by-trip basis.

MIT alumni visit Antarctica as part of the MIT Travel Program, January 2004

Our two jet trips, which customarily generate a large amount of our income each year, did not do well in FY2004. The low number of travelers on these trips substantially affected our income. Despite the decrease in income, we conducted business as usual, with some marketing done in house. We supported faculty travel, continued our meetings with local alumni, and conducted travel experiments, which all come at a cost.

Many face-to-face alumni connections were made through the Alumni Travel Program in locations throughout the world, fostering renewed interest in MIT and providing connections between alumni and faculty. In the fall of 2003, MIT travelers on our program to China met with faculty of Tsinghua University's School of Architecture to hear about their project to develop energy-efficient, sustainable building technologies and compatible designs (which is happening in conjunction with MIT's Department of Architecture); this same group also met with local alumni in Shanghai. In the fall, MIT travelers met with alumni in Switzerland, toured the Lotschberg Tunnel, and met with local engineers. In January, travelers met with alumni in Wellington, New Zealand, for a lecture by trip leader Professor R. John Hansman PH '80, followed by a social gathering. In April 2004, MIT travelers met with alumni who reside in Beijing for a lecture (by trip leader Professor Peter Perdue of MIT's History Department).

The volunteer Alumni Travel Program Advisory Committee continued to provide substantive, sound advice to program staff. The spring meeting also included members' spouses, which was quite successful.

Volunteers, Leadership, and Governance

The partnership between alumni volunteers and the Association staff is at the core of the Association's success. The active engagement of nearly 7,000 volunteers this year helped to sustain the excellence of the Institute. Alumni and parent volunteers planned on-campus and regional events, asked for gifts in support of MIT, interviewed prospective students, participated in the governance of the Association and MIT, and much more.

Association Board of Directors

In FY2004, the Alumni Association Board of Directors was led by Association president Paula J. Olsiewski CM '79, the second graduate-degree-only president and the fourth woman to serve in this position. During her year as president, Olsiewski focused attention particularly on graduate alumni and women in the alumni body. During the year she became interested in diversity concerns within the Institute, especially regarding underrepresented minorities among the faculty and in the graduate school. She drew attention to this concern through an article published in *Technology Review,* in Corporation Joint Advisory Committee on Institute-wide Affairs meetings, and during meetings of the board. Olsiewski was also appointed ex officio to serve on the Corporation search committee for a new MIT president. Her firm leadership, her lively sense of humor, and her commitment to MIT contributed greatly to the Association's success this year.

Olsiewski said that the board's principal priority for the year was to aid the staff in a successful leadership transition, as Elizabeth A. Garvin HM began her term as executive vice president and CEO of the Association. Other objectives of the year, detailed below, were met by the board with recommendations and advice from several of its committees.

- The Audit and Budget Committee reviewed the FY2004 budget and recommended redistributions to reflect priorities of the new leadership, recommended distribution from Association funds to supplement MIT's budget allocations in FY2004 and FY2005 budgets, and developed the budget for FY2005 that recommended a 12% reduction in MIT's allocation to the Association and a 10% reduction in personnel costs to meet Institute budget guidelines for the Association.
- The Credit Card Committee recommended a seven-year partnership with MBNA, a new credit card bank for the Association. This agreement provides an annual revenue stream that will continue to give the Association much-needed budget flexibility.
- Strategic review committees addressed the Association's Technical Operations and Regional Activities groups and presented their recommendations to the board for consideration.

- The Enterprise Forum Board reviewed the strategic direction of the forum and recommended closer integration with goals of the Association. The bylaws governing the forum were changed by the board to reflect this new focus.
- The Committee on Nominations to Corporation Visiting Committees recommended, and the board approved, 57 alumni nominees for Corporation visiting committees. Although the Association appoints only 6 of the 17 members on each of the 31 visiting committees, 73 percent of all visiting committee members in FY2004 were alumni.
- The board appointed 15 members to various national boards and committees; chairs for each committee were also appointed.
- The President's Committee provided ongoing feedback and direction to the executive vice president, discussed additional issues as needed between meetings, and recommended board action items throughout the year.

MIT Alumni Association Board of Directors, FY2004. (L to R) Row 1 (sitting): Elizabeth A Garvin HM, Paula J. Olsiewski CM'79, Linda C. Sharpe '69, Mark J. Chelemer '81, Annalisa L. Weigel '94, and Kenneth Wang '71. Row 2: L. Robert Johnson '63, Cynthia H. Skier '74, Diana Tilley Strange HM, Robert L. Blumberg '64, Sandra W. Morgan GM'83, and Robert V. Ferrara '67. Row 3 : James A. Lash '66, Allan C. Schell '55, William L. Maini '51, Jonathan M. Goldstein '83, and Jeffrey M. Weissman '69. Row 4: Mark Y.D. Wang '87, Matt Haggerty '83, Thomas C. Gooch '77, John D. Chisholm '76, and David A. Dobos '77. Not pictured: Rafael L. Bras '72, Scott P. Marks, Jr. '68, and R. Robert Wickham '93.

During the course of the year, Olsiewski invited MIT leaders to speak at board meetings on topics of interest and concern to the board. Speakers were John Curry, executive vice president of MIT, who spoke about MIT fiscal matters; R. Bruce Journey, publisher of *Technology Review,* who spoke about the magazine; Professor Wesley Harris, cochair of the Faculty Committee on Diversity and head of the Department of Aeronautics and Astronautics, who raised some provocative questions about diversity at MIT; and Professor Patrick Winston '65 and Steve Immerman, cochairs of the Institute Committee on the FSILG System, who gave a preliminary review of the committee's report.

National Selection Committee

The National Selection Committee (NSC), whose election is by vote of the alumni body, selects the officers of the Alumni Association and names three alumni nominees for election to the MIT Corporation for five-year terms. Members of the NSC the past year included the following:

Harris Weinstein '56, chair

Walter P. Frey '56

James S. Banks '76

Bruce A. Blomstrom '59

Lisa C. Egbuonu-Davis '79

Wilhelmina Fader '85

Robert V. Ferrara '67 (resigned 3/31/04)

Bernard Loyd '83

Sandra W. Morgan GM '83

Ramón I. San Pedro '86

K. Ann Street '69

Yenwith K. Whitney '49

The National Selection Committee has named the following alumni to MIT and Association positions for the year beginning July 1, 2004 (FY2005).

—Alumni nominees to the MIT Corporation for five-year terms:

Paula J. Olsiewski CM '79

Milton H. Roye '78

Martin Y. Tang GM '72

—Association president FY2005:

Linda C. Sharpe '69

—Association president-select to serve as president, FY2006:

Scott P. Marks Jr. '68

—Association vice presidents for two-year terms:

Henry H. Houh '89

Chiquita V. White '85

—Association district directors for two-year terms:

District Director #1: Vincent W. James '78

District Director #2: Lucinda Linde '82

District Director #3: Kim L. Hunter '86

District Director #4: John E. Plum '74

District Director #5: Carol C. Martin '77

District Director #11: Frederick W. Lam CH '89

—Association young alumni representative for two-year term:

Elizabeth Winston '94

National Boards and Directors

In FY2004, 98 alumni served as members of Association national boards and committees, including the Alumni Association Board of Directors, chaired by Paula J. Olsiewski CM '79. Other board committees were led by the following volunteers: Scott P. Marks Jr. '68, Alumni Fund Board; Kenneth Wang '71, Audit and Budget Committee; James

McDonough '43, Awards Committee; James A. Champy '63, Committee on Nominations to Corporation Visiting Committees; Matthew Haggerty '83, Enterprise Forum Board; Keith McKay '97, Technology Day Committee.

Three ad hoc committees also served the Board of Directors during the year: the Credit Card Committee, chaired by Scott P. Marks '68; the Technical Operations Strategic Review Committee, chaired by Robert Wickham '93; and the Regional Activities Strategic Review Committee, chaired by Sandra Morgan GM '83.

Alumni Leadership Conference

The Alumni Leadership Conference (ALC), held September 19–20, 2003, was an opportunity for MIT to celebrate the outstanding commitment of our volunteers. The conference provided the volunteers with a chance to learn what is new at MIT and to be briefed on matters pertaining to their responsibilities. Nearly 460 alumni volunteers and their guests gathered for this annual meeting. Among the attendees were 164 people who had never attended before and 80 recent graduates.

The theme for the conference this year was "MIT Makes a Difference in the World—Alumni Make a Difference at MIT." In addition to Association reports from President Paula Olsiewski and Alumni Fund Board chair Scott P. Marks, the plenary session on Saturday featured a report on the Institute from President Charles Vest HM, a discussion of the development of the graduate division by dean for graduate students Isaac M. Colbert, and a description of the new Undergraduate Practice Opportunities Program in the School of Engineering by associate dean of engineering Dick K. P. Yue '74.

Conference meetings and workshops included a workshop for independent living group leaders as well as the annual class, club, and Educational Council workshops. A workshop on using SmarTrans, our new web-based tool for managing club events and records, was well attended.

During the year, the number of alumni volunteering in Alumni Association programs increased by 14%, from 5,256 to 5,994. We recorded nearly 7,000 volunteers overall, 77% men and 23% women. Among them, 27% were career advisors in ICAN, 23% educational counselors, 14% class officers, 9% club officers, 4% parent volunteers, and 4% Enterprise Forum leaders. Many served in multiple volunteer capacities, and 26% held a graduate degree as their first MIT degree.

Association Volunteer Awards

At the ALC luncheon, Paula Olsiewski presented Association awards to 22 individuals and four alumni groups. These volunteers and alumni groups were recognized for their distinguished service to MIT and the Association. The awards had been recommended by the Awards Committee and voted by the Board of Directors at the June 2003 meeting.

—*Bronze Beaver Award*

James A. Champy '63

Lois J. Champy AR '71

James A. Lash '66

Richard P. Simmons '53

Catherine N. Stratton HM

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

Ferdinand E. E. Dierkens ME '48

Joseph G. Hadzima Jr. '73

R. John Hansman Jr. PH '82

Wilber B. Huston '33

Michael J. Marcus '68

Oswald Stewart '39

Suzanne R. Weinberg AR '72

—*Henry B. Kane '24 Award*

Douglas G. Bailey '72

Nicole D. Hynes P '02

Scott P. Marks Jr. '68

Teresa C. Nolet '78

Viguen R. Ter-Minassian '64

Arthur S. Turner '52

—*George B. Morgan '20 Award*

S. Selwyn Chan '85

James M. Fitzpatrick '50

Charles A. Herbert '50

Lissa A. Martinez '76

—*Presidential Citation Award*

MIT Class of 1982 20th Reunion Committee

MIT Club of Minnesota

Theta Chi 100th Anniversary

MIT Venture Mentoring Service

—*Honorary Membership in the Alumni Association*
(Presented at the Technology Day Dinner, June 7, 2003)

Louis E. Alexander HM

Lucy V. Miller HM

Beginning in FY2004, the Awards Committee also approved a new recognition program to be administered by the Association staff: the Volunteer Honor Roll of Service. The Honor Roll recognizes alumni, parents, widows, spouses, faculty, or current students for extraordinary individual performance in volunteer work completed in the current year. The first eight honorees were selected in February 2004 and their names were posted on the Association website.

Communications Department

The Communications Department was created in FY2004 to define, direct, and implement the overall communications strategy of the Alumni Association by working in collaboration with staff and volunteer leaders in all program areas, as well as with many Institute groups such as Resource Development, the MIT News Office, the President's Office, and a variety of academic departments. The goal of the communications strategy is to be the gateway to the Institute for alumni and to be the primary vehicle for the Institute to communicate with alumni.

The team was formed by transferring two positions from the Web-Based Systems Group (director of alumni network services and the web content editor) and one from Class Programs (program manager), and hiring a senior copywriter and a production/administrative assistant. The team was fully staffed by early November 2003.

In order to ensure a solid communications strategy, the team worked with an outside vendor, Opinion Dynamics, to design and execute a comprehensive research project for gaining an in-depth understanding of attitudes and opinions of MIT alumni. A mixed methodology utilizing the telephone and the internet for surveying alumni was selected. The survey was completed in June 2004 and the findings will be available in August 2005.

To leverage our print, email, and web communications, we first overlaid an Association-wide communications matrix to identify (1) Association communication patterns, (2) workflow issues, and (3) opportunities for cost savings through manufacturing strategies and/or tailoring of messages.

Next, we detailed a monthly editorial calendar for our three most visible communication vehicles: *Technology Review, Tech Connection* (a monthly email newsletter sent to alumni), and eAVC (a monthly email for Association volunteers). We carefully crafted key messages and sequenced them to appear in different formats at different times throughout the year. For example, we promoted reunion registration in *Tech Connection* and pointed alumni to the Association website to register online. We used *Technology Review* to encourage alumni to "save the date" for reunions six months prior to the event and to report on Reunion Weekend after the fact. In another example, we led with a *Technology Review* profile on Jason Szuminski '00 and then ran a web profile, tracking his progress with a discussion board so alumni could comment. The Szuminski profile set an Association website record for page views and unique visitors to a news story.

Web and Electronic Communications

Tech Connection is a monthly e-newsletter sent to approximately 72,000 alumni. eAVC is a monthly email targeting approximately 7,000 volunteers. We track these two email efforts to measure their effectiveness. Samples of high click-through rate stories are Class of 2008 early admit stats, MIT OpenCourseWare offerings, MIT research updates, and online registration for reunions.

The Alumni Association website averages 501,181 page views per month, with a record set in March of 580,334. For the year, the Association website totaled over 6 million page views. The average number of unique visitors per month was 43,672, with the highest—51,321—coming in October 2003.

Two features that help drive traffic to our site are *openDOOR* and *What Matters.* The online magazine *openDOOR* is published bimonthly by the Association. It celebrates the rich diversity of intellectual activity and campus life at MIT by tying together existing material from the broader MIT website and capturing the voices of students, faculty, and alumni. This year's themes ranged from bioengineering to security technologies to a broad review of student websites.

"What Matters" is a guest opinion column written by a different MIT alum each month. Three popular columns were "One Way to Mars," submitted by Joe Gavin '41,

"Understanding Our Gifted and Complex Minds," by Brian Hughes '77, and "e-Guideways," by Bruce McHenry SM '97.

The Communications Department is responsible for four pages within the MIT News section of *Technology Review*. In FY2004, we began using those pages to celebrate the diversity of the alumni body, help alumni learn more about each other, and promote the programs and services offered by the Alumni Association. We restructured these pages to broadly appeal to alumni. Each issue contained two alumni profiles, one to celebrate alumni who are doing interesting work in the world and the other to celebrate an alumni volunteer who is making a difference for MIT. We profiled 20 different alumni during the year. Examples include Yenwith Whitney '49, who flew 34 combat missions as a member of the famous Tuskegee Airmen; Jason Szuminski '00, first MIT graduate to play major league baseball; Mike Fincke '89, who joined his 15th reunion via live satellite hookup from the International Space Station; Tom Scholz '69, who fashioned his MIT degree into a successful career as a rock star; and Linda C. Sharpe '69, who will be the first African American president of the MIT Alumni Association.

We also wanted to be sure that alumni were aware that they were receiving their *Technology Review* subscription compliments of the Alumni Association. This is a big investment for the Institute, and we wanted to be sure that alumni were both aware of and valued the investment. We produced a customized magazine "cover," or tip-on sheet, for the April 2004 issue. The sheet included a letter from Alumni Association president Paula Olsiewski CM '79 describing the range of activities alumni can participate in and a handy reference card of alumni services.

The Communications team also worked to make the Alumni Association more visible on campus by collaborating and coordinating with other departments, such as the MIT News Office, Resource Development, MIT home page web strategists, Admissions, and the Office of the Provost.

Communications worked closely with Resource Development to develop fundraising messages and jointly manage the Giving to MIT website. We also continued to work with Admissions to craft messaging for the Parents Program. The director of communications is a member of the Institute Survey group, chaired by the assistant to the provost for institutional research, and collaborates on ongoing Institute surveys.

Operations and Information Systems

The mission of the Operations and Information Systems team (OIS) is to serve the needs of the Alumni Association at a level that promotes and fosters the environment necessary for the Association to meet its ongoing mission. OIS serves this need by maintaining the Institute's database of records and by providing a complete suite of information systems services for all client-server and web-based systems, which includes analysis, design, programming, project management, database administration, network support, and software evaluations/recommendations. Additionally, the group provides all necessary personnel and operations support for the entire Alumni Association staff.

The OIS team set several key priorities for FY2004:

- Maximize efficiency, effectiveness, and customer service in an environment of reduced resources
- Add proactive components to record maintenance area—specifically, create a skill set and capacity for proactive data cleanup
- Document OIS guidelines, policies, and procedures and to determine methods of enforcement
- Continue data cleanup/maintenance

The team realized much progress and many successes over the course of FY2004. Some of the highlights are outlined below.

Web-Based Systems Achievements

Static to Dynamic Site Conversion. By merging two sites into one, we now can support dynamic menus and functions across the entire site. It also paves the way to develop more personalized services (or targeted content) for our users and provides a holistic development environment for web-based system (WBS) developers.

Automated Server Monitoring. Together with the Administrative Servers Services team, we implemented the automated monitoring system (24-7) for the Infinite Connection website. If the site is down due to a problem either on the web server or database, WBS developers will be notified by email and beeper. They will then take prompt actions to correct the problem and restore the web services.

SmarTrans Enhancements. With various SmarTrans service releases, we now have a more robust system to support event registration and dues payments. Some of the new developments included the following: enhanced event and dues reports, ability to sort on various columns on event lists, addition of survey questions on the dues payment form, extended registration after an event is closed, automated email reminders for event and dues renewal, event cloning, event attendee list, and so on.

EFL Spam Filtering. We implemented a spam filter for EFL service in late December 2003. Over the past six months, we have rejected a large portion of the spam emails, reducing the burden of the EFL server. We also have seen fewer problems with various internet service providers, who in the past frequently rejected the emails from us because of the volume of the spam we forwarded to them.

Targeted Content. The first phase of targeted content was rolled out in early June. It allows us to present a message to a specific group within a targeted geographic area. The group targeted can be a living group, a sports team, or a range of classes. This opens the door for us to market specific events to alumni who would be most interested in attending based on particular criteria. This will allow us to build an even stronger relationship between alumni and the Association.

Office of Records

The Data Integrity Team recorded nearly 60,000 gifts and pledges this past year. They processed nearly 12,000 credit card gifts (up 26 percent from FY2003), as well as thousands of other biographical and demographic updates. To provide the necessary management information required by Association program managers, the programming staff produced thousands of reports each month, including hundreds of additional ad hoc reports throughout the year.

Data integrity continued to be a primary focus within the Office of Records. Forty reports have been created that continually check our database for coding standard violations and for violations of our business standards.

In mid-September, we sent our first five-year cycle to all "4s and 9s" reunion classes. This preprinted form asked for verification of all contact information that we had on record. We sent this form online to those people with an email address and by regular mail to those who do not. We also encouraged those alumni without Infinite Connection accounts to register for one; as a result, 361 people signed up for accounts.

In mid-November, we started using an outside service to help us find lost alumni. We received a tremendous amount of alumni data through this service; as a result, the percentage of our alumni for whom we have an address increased from 86 to 88 percent.

We also began using an outside service to help us find alumni who have passed away since our last contact with them. To date, we have cleaned up in excess of 300 records of those people who have passed away without our knowledge.

Process Improvements

Credit card transaction processing has been automated and can be completed directly into the ADVANCE database. The data entry staff can process the credit card gifts through the gift entry screen of ADVANCE and the ADVANCE client makes calls directly to the OMARS system. This automation will reduce data entry time by six months EFT. ADVANCE was successfully upgraded to version 7.1.

The CampusCALL-to-ADVANCE feed was upgraded to load data from projects that are outsourced to RuffaloCODY. This feed significantly reduces the amount of time needed to process these gift and pledge transactions. The CampusCALL database was upgraded to version 8.1.7.

In early November, we automated our corrected acknowledgement letters. This is another example of a time-consuming task that was streamlined through automation.

The Association Board of Directors appointed a subcommittee to complete an Alumni Association technical operations strategic review. The subcommittee concentrated its efforts on determining success criteria and criteria to be used for selecting new products for our password-protected online services. This review led to virtual focus group

discussions with a demographically diverse group of Infinite Connection users. The information received during this six-month review has led to streamlining services, better customer service for our online community, and a robust set of criteria for prioritization of new services.

During the past year, 41% of home address updates and 63% of work address updates occurred online. In addition, home address data feeds from other sources significantly increased from 14 to 36%. Work address updates remain steady at 9%.

Personnel and Operations Update

In July 2003, the individual award recipient of the FY2003 Joseph S. Collins HM Team Infinite Mile Award was Cynthia Chomka and the team award went to the Volunteer Management Subcommittee. The members were Anne Dowell, Kathryn Hankin, Sarah Hendrick, Heather Kispert, Bonnie Jones HM, Peter Muise, and Christine Tempesta. In addition, 52 Appreciation Awards ($25 gift certificates) were given to staff.

Association Staff

- Total headcount: 86 (5 of these positions are currently on hold)
- Terminations: 12 (3 layoffs, 9 resignations)
- Hires: 8
- Promotions: 17
- Moana Bentin promoted to alumni affairs officer I
- Danielle Bonin promoted to program coordinator
- Gregory Bourne promoted to webmaster
- James Brogioli promoted to alumni affairs officer III
- Monica Ellis promoted to director, Alumni Fund
- Heather Kispert Hagerty promoted to alumni affairs officer II
- Sarah Hendrick promoted to alumni affairs officer II
- Bonnie Jones promoted to director, Alumni Recognition Processes
- Melissa Marquardt promoted to alumni affairs officer III
- Krista McCabe promoted to alumni affairs officer I
- Peter Muise promoted to alumni affairs officer III
- Sonal Patel promoted to alumni affairs officer I
- Kathryn Rotondo promoted to alumni affairs officer I
- Jonathan Slate promoted to analyst/programmer II
- Christine Tempesta promoted to director, Alumni Activities
- Katha Washburn promoted to alumni affairs officer II

Renovations

The renovation of the Bush Room was completed, and the Association has worked to establish more robust maintenance for the future.

The Alumni Association continued its major, multiyear relocation effort this year by moving some of the staff of Alumni Activities, Alumni Fund, and Operations and

Information Systems groups, and the financial officer, to the newly renovated space in Building 10-370. This transition included planning, renovation, design, networking support, computer relocation, and security, as well as many other minute details. The relocation was accomplished with only minor interruption to the ongoing business of the Association. This renovation was the result of a friendly space swap with the Laboratory for Electromagnetic and Electronic Systems, allowing them to expand and renovate their office and lab space.

Staff reductions and relocations allowed us to allocate space in 10-110 to develop a Tech Caller Center with 15 call stations for the tech callers. The cubicles were designed to be movable in the event that space needs or allocations change.

Elizabeth A. Garvin HM
Executive Vice President and CEO

More information about the Alumni Association and its activities can be found on the web at
http://alum.mit.edu/.