

Associate Provost

The associate provost oversees MIT's noncurricular arts programs and institutions, including Arts Initiatives, the List Visual Arts Center (LVAC), the MIT Museum, and the Office of the Arts, along with international strategic issues and the OpenCourseWare (OCW) initiative.

Arts

Accomplishments

There were many highlights for the arts agenda during the past year, but several stand out.

The final draft of the white paper on the history, status, and future of the arts was approved by the Creative Arts Council and submitted in January 2010 to the president and provost for review.

Young Venezuelan conductor Gustavo Dudamel's visit to MIT in April 2010 to receive the Eugene McDermott Award in the Arts achieved the level of recognition for the prize that one of MIT's most generous benefactors, Margaret McDermott, has hoped to see realized for several years, after she increased the endowment for the award expressly for that purpose. We were thrilled that she was able to attend the events, which allowed us to demonstrate the value of her generosity and steadfast support for the arts at MIT. MIT president Susan Hockfield's presentation of the award, followed by an extraordinary public rehearsal in which Dudamel conducted the MIT Symphony Orchestra, was crucial to the weekend's success, which was crowned by a gala dinner that the president hosted. The gala broke new ground in raising visibility and funds for the arts and was notable for convening the leaders of Boston-area and national classical music institutions, along with MIT's administrative and arts leaders, faculty, and members of the Council for the Arts. Arts Initiatives, the Office of the Arts, Resource Development, and faculty and staff in the Media Lab and the Music and Theater Arts section, along with the Council for the Arts McDermott Award Selection Committee, collaborated to make the event a success.

The MIT Museum achieved remarkable success in difficult economic times by raising \$1.5 million, and the List Visual Arts Center added substantially to the endowment for conservation of its outstanding public art collection. Both institutions received critical acclaim for and enjoyed public success with their exhibitions and public outreach programs.

Current Goals

Implement the recommendations of the white paper. The white paper concluded that (1) an understanding of MIT's history and present—given the orientation of incoming students, 75 percent of whom have participated in the arts at a high level of performance—indicates that the arts have been and are essential to its core mission; (2) research at the intersections of art, science, and engineering—where MIT has a

competitive advantage—will determine the artistic and performative languages of the 21st century; and (3) MIT faces a strategic decision about investment in the arts and should seize the opportunity to support the creative energy that sustains the Institute’s leadership in innovation.

Support and promote the Festival of Arts, Science and Technology (FAST Arts Festival) that will take place throughout the 150th anniversary celebration during spring semester 2011. This festival, which has been in the works for several years, will raise awareness of the distinctive nature of artistic practice at MIT, where arts, science, and technology are combined in ways that create outstanding artworks and new technical innovations that have unexpected benefits in other fields. The FAST Arts Festival will be highly innovative, aesthetically significant, and a fun addition to the MIT festivities. The entire arts community at MIT will participate, performances will take place throughout the semester, and several weekend clusters of events will include critical reflection on the history and future of artistic creativity led by MIT.

Lead the Council for the Arts at MIT (CAMIT) in an evaluation that will determine its goals for the next decade. This process will begin by devoting the first of the two-day CAMIT annual meeting in October to an examination of the past, present, and future of the council. The follow-up will be a strategic plan for CAMIT’s next decade.

Administrative Initiatives

The associate provost and the director of Arts Initiatives have engaged since June 2009 in a comprehensive evaluation of the art sectors under his purview and are near completion of a reorganization of the Office of the Arts that will strengthen its mission, efficacy, and efficiency.

The associate provost led the Creative Arts Council and the Advisory Board of the Catalyst Collaborative at MIT. He is a member of the Executive Committee of the Council for the Arts and of the advisory boards of LVAC and the MIT Museum.

Finances and Funding

The MIT Museum had an outstanding year, with two alumni donating \$1.5 million to renovate the second floor of the museum. These donations will create a new gallery for temporary exhibitions—starting with the “150 Objects” exhibition that will launch MIT’s sesquicentennial celebration in January 2010—and a new gallery devoted to photography, an excellent part of the museum’s holdings that it has not been able to show adequately in the past.

The List Visual Arts Center raised substantial funds toward its endowment for the conservation of MIT’s outstanding and highly recognized public art. In addition, it received support from the National Endowment for the Arts and other donors for its excellent exhibition programs.

Future Plans

- Raise awareness of the significance of the arts at MIT and how they contribute to MIT's core mission
- Leverage the visibility of the MIT arts faculty nationally and internationally to increase support for them within the Institute
- Advance the strategic plan for arts communication by disseminating the new "Arts at MIT" multimedia identity and the launch of the new online arts portal

Personnel

General Institute budget reductions starting these past two years accelerated a restructuring of the Office of the Arts. Beginning in February 2010, the Office of the Arts reported to Leila Kinney, the director of Arts Initiatives, and she has continued the reevaluation of its functions that was begun in June 2009 and reassigned responsibilities. Michèle Oshima, director of Student and Artist-in-Residence Programs, departed MIT in July 2010 to become director of the Sorenson Center for the Arts at Babson College.

International Initiatives

Accomplishments and Finances/Funding

The International Advisory Committee (IAC) completed its report on MIT's international strategies (http://web.mit.edu/provost/reports/IAC_Report_20090903.pdf), which was released by the provost in September 2009. IAC continued to review proposals for new and existing international programs across the five schools. IAC's findings and recommendations for the year are being compiled and will be transmitted to the president and provost.

On behalf of the provost, the associate provost worked closely with the faculty and administration negotiating team that successfully concluded the new Singapore University of Technology and Design (SUTD) agreement, which President Hockfield signed in January 2010 in Singapore. The director of the MIT-SUTD Collaboration, professor Sanjay Sarma, reports to the associate provost, who chairs the collaboration's steering committee. The collaboration, which builds on 10 years of MIT education and research activities in Singapore, will be the largest and most complex university capacity-building endeavor in MIT's history. It will include not only a new design curriculum and advice and counsel on new faculty hires for SUTD, but also a major international design center on the MIT campus. The collaboration will bring more than \$150 million in resources to MIT over the next 10 years.

The associate provost continued to advise the India, China, and Middle East faculty working groups on designing and implementing strategies for these countries and regions. On behalf of the provost, he set up an ad hoc faculty working group on Russia to advise on research and educational initiatives that are under discussion with the Russian government.

The associate provost traveled to Rwanda in November 2009 with professors Maria Zuber and Ronald Prinn of the Department of Earth, Atmospheric, and Planetary Sciences to offer assistance to the Rwandan government on the development of a climate observatory. In June 2010, he accompanied the president on a 12-day visit to China, Hong Kong, and Taiwan during which agreements were signed with China and Hong Kong for a new center focused on computer science theory and with China for an executive education program focused on energy. He also participated in Taipei in the 20th anniversary celebration of the Epoch Foundation, a major and unique supporter of MIT's research and education focused on greater China.

Future Goals

The highly successful presidential visit to greater China in June 2010 will create new opportunities for MIT to develop its China strategy, which will be outlined in the China Faculty Working Group report to be released in fall 2010.

Similar efforts to engage India, the Middle East, Russia, and Brazil are under way.

OpenCourseWare

Accomplishments

OCW published 185 new and updated courses in the fall and spring publishing cycles. As of July 1, 2010, there were nearly 2,000 courses on the OCW website, with approximately 600 courses retired to DSpace. OCW's original publishing infrastructure was replaced with a new content management system, and all content was migrated to the new system. For the first time, fair use was integrated into OCW's copyright strategy, and OCW published course materials this spring based on fair use principles. Faculty organized teams to work on the first six enhanced courses that will be funded through a Stanton Foundation grant.

Administrative Initiatives

A number of new members were added to the OCW External Advisory Board this year, and the board held a successful meeting on campus in April.

Finances/Funding

OCW received over \$225,000 in donations in FY2010, an increase of 50 percent from the prior year. It secured new multiyear grants from the Stanton Foundation and an Energy Initiative education grant from the Bechtel Foundation. With assistance from Bain & Company, the staff developed a sustainability plan for OCW similar to that used by National Public Radio. The plan includes drawing support to complement MIT's direct contributions from a combination of corporate gifts and underwriting, visitor donations, major gifts, and additional grants. Following an extensive faculty outreach effort, and with Academic Council support, OCW began a new corporate sales initiative to develop corporate underwriting and corporate sponsorships as a major source of financial support for OCW. It implemented a new advertising infrastructure for the OCW website to support future revenue initiatives. We used this infrastructure to deliver free and paid

notices for MIT community groups. The OCW staff completed the year 10 percent under budget in terms of expenses, a savings of \$300,000.

Future Goals

As OCW looks forward to FY2011, it will continue to publish new and updated MIT courses. IT will work with third-party affiliates to link OCW to new technologies such as educational networking sites, social media, and iPhone applications. The staff will enhance OCW website features such as search and navigation and will introduce a new OCW video player to improve the usability of video content. It will publish the initial five OCW Scholar courses containing enhanced course materials for independent users, with funding from the Stanton Foundation, and will select an additional seven OCW Scholar courses to work on in calendar year 2011. OCW will work with the MIT Energy Initiative on a new energy education portal and will begin work with the MIT-SUTD Collaboration to develop the initial curriculum for the Singapore University of Technology and Design. OCW will continue work on sustainability initiatives, including increasing individual donations and gifts and developing corporate underwriting and sponsorship as a source of financial support.

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More information about the associate provost can be found at <http://web.mit.edu/khoury/www/>.