

# MIT MUSEUM

FY25 ANNUAL REPORT  
JULY 1, 2024—JUNE 30, 2025





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# Welcome to the MIT Museum's Annual Report for Fiscal Year 2025

The relationship between universities and the broader public has never been more crucial. As MIT's flagship public engagement platform, the MIT Museum plays a unique role in forging this dialogue, inviting all to join in the conversation about science, technology, art, and design and their role in shaping our future.

It is an honor to share our annual report, reflecting a year of record participation – where visitors joined us to experience ideas taking shape, spark creativity, and connect across fields of knowledge.

The MIT Museum in Kendall Square continued to attract increasing visitor numbers. This year, we beat all previous records for attendance and revenue with almost 160,000 in-person visitors and earned revenue of \$3.9 million from admissions, the MIT Museum store, event rentals, and programs.

We opened nine new exhibits and continued our highly successful event and education programs. We developed our new *Strategic Plan 2025–2030: Becoming MIT's Public Lab*. Collaborating with artists, scientists, and researchers, we shared work developed with partners at MIT and internationally.

This year also marked the completion of the historic move of the 1.5 million objects in our collections to our new Collections Center in Medford. Our team then focused on bringing our new Collections Center online, enabling the Museum to offer expanded collections access to MIT faculty, students, and guests.

I would like to share my deep appreciation with the MIT Museum team for their contributions to this year's successes. I am also grateful for the dedication and drive of our Advisory Board, the unwavering support of our many contributors, and the generosity of the MIT faculty and staff who have shared their talents with us throughout the year.



Together, we envision the Museum as a portal to the MIT campus. It connects the Institute to the world and the world to the Institute. As we open MIT's doors wider than ever before, welcoming all into the Institute's unique culture of problem solving and creativity, the Museum becomes a place where research meets imagination. I invite you to join us in shaping this exchange, where the frontiers of science, technology, and design connect with the broader public to inspire solutions for the future we share.

**Michael John Gorman**  
*The Mark R. Epstein (Class of 1963) Director*

**“An amazing experience!  
The Museum offers a perfect  
mix of science, technology,  
and creativity.”**

— Google Review

**10,000** Cambridge households are active  
Cambridge Resident Members

**160,000**  
in-person visitors

**73%** paid admission

**27%** visited free  
through one of our complimentary admission programs  
(EBT card holders, Blue Star Families, teachers,  
MIT community members, and Cambridge residents)

**13%**

**general admission visitors were members of the MIT community**  
(students, faculty, alumni and their guests)

**3.2M**

website page views

**502,000**

website sessions

**342,000**

unique online users



4.4/5.0 overall Google Review rating

**New single day record:**

**2,436**  
**visitors**

on September 29th, 2024, during the Cambridge Science Carnival —  
nearly double our previous record set only one year earlier

# Exhibitions

A dynamic schedule of exhibitions kept our galleries in constant motion this year, **ensuring visitors always had something new to experience**. Nine exhibitions exposed new ideas and highlighted collaborations and partnerships with MIT faculty and students, including contributions from the MIT Media Lab, the MIT Department of Architecture, as well as a public lobby installation as a part of the MIT Artfinity festival. Each of these activities invited our visitors to connect with MIT through numerous experimental and research projects. New exhibitions included:

**Optiker.** Featuring the white light holography of Stephen Benton, founding faculty member of MIT Media Lab.

Exchange Gallery, July 2024–September 2025

**Cosmograph.** An MIT Museum x CAST collaboration, speculating between fact and fiction and featuring the work of Rhania Ghosn, Associate Professor, MIT Department of Architecture, and El Hadi Jaizary’s DESIGN EARTH research partnership.

Martin J. (1959) and Eleanor C. Gruber Gallery, September 2024–January 2026

**Moving Objects.** Celebrating the MIT Museum collection and its historic relocation.

Ronald A. (1954) and Carol S. Kurtz Photography Gallery, November 2024–March 2025

**Monsters of the Deep** Using material from the Allen Forbes Collection, this exhibit traces the scientific process of how observing, measuring, and describing whales increased scientific knowledge and transformed the public understanding of mythical monsters into taxonomies of mammals.

Ronald A. (1954) and Carol S. Kurtz Photography Gallery, April 2025–January 2026



**Pappalardo.** Displaying the process of recreating the Pappalardo engine by current MIT students.

Edward O. Thorp Gallery, MIT Collects exhibition. December 2024–ongoing

**Soft Cities.** Textile data maps reveal the urban fabric of historically Black neighborhoods of Boston. Created by Amanda Ugorji and Sophie Weston Chase, founders of just practice.

First floor lobby Installation, October 2024–February 2025

“The MIT Museum is a place where you can experience how people think. Like walking into a big brain.”

– Matthew Teitelbaum  
Director Emeritus MFA Boston

**Hallucinating Traditions.** Azra Akšamija's (Professor, MIT Department of Architecture) speculative design installation utilizes AI to question cultural identity and the impact of new technology on culture.

First floor lobby, February 2025–August 2025 (presented as part of the MIT-wide Artfinity celebration)

**Future Type.** Digital typographic experiments featuring the work of Zach Lieberman (Adjunct Associate Professor of Media Arts and Sciences, MIT Media Lab) and the Future Sketches group.

Martin J. (1959) and Eleanor C. Gruber Media Gallery, February 2025–ongoing

**Radical Atoms.** An interactive installation of work by Hiroshi Ishii (Jerome B. Wiesner Professor of Media Arts and Sciences; Associate Director, MIT Media Lab).

Edward O. Thorp Gallery, MIT Collects exhibition, February 2025–ongoing



#### INTERNATIONAL COLLABORATION

The MIT Museum collaborated with the Copernicus Science Center in Warsaw, Poland to bring *DebunkBot* to audiences in both museums. Created by MIT Sloan Professor, Dave Rand, *DebunkBot* uses AI conversations to debunk conspiracy theories with museum visitors. The pilot was unveiled at the Ecsite Conference in Warsaw in June 2025 and will be installed at the MIT Museum in 2025.

# MIT Museum Studio and Compton Gallery

The MIT Studio and Compton Gallery connect the MIT community to experimental museum practice. This year, **cross-disciplinary collaboration across the MIT campus** and the world contributed to published research, sculpture installations, and campus-wide celebrations of art.

**Es Devlin Residency.** The artist Es Devlin was the 2025 recipient of the Eugene McDermott Award in the Arts at MIT. The award celebrates innovative, interdisciplinary artists and reflects MIT's commitment to risk-taking, problem solving, and to the idea of connecting creative minds across disciplines.

During Devlin's residency, the MIT Museum Studio hosted several MIT Face to Face drawing sessions, inspired by Devlin's portraiture installation, *Congregation*. In sessions facilitated by Museum Studio Manger, Seth Riskin, and others around the Institute, members of the MIT community were invited to step out of their silos, meet new people, exchange stories, and draw each other, ultimately making new connections and creating a collective portrait of the Institute. The works were shared during Artfinity, a campus-wide festival of the arts at MIT. April–May 2025.

**Dream Bed.** This participatory sculpture installation culminated in a research paper published in *Dreaming*, a journal of the American Psychological Association. Authors include lead author Adam Horowitz (MIT PhD), Pattie Maes (Germeshausen Professor of Media Arts and Sciences at the MIT Media Lab), and Seth Riskin (MIT Museum Studio Director). July 2024.

**Argus.** A cross-disciplinary art installation co-created by members of the MIT Glass Lab, MIT Museum Studio, Media Lab, and Edgerton Center, was developed for Artfinity. April–May 2025.





# Public Programs and Events

The Museum was a hub of activity, discovery, and conversation this year with our schedule of year-round public programs, workshops, panels, drop-in activities and more. We hosted over **80 public programs, featuring collaborations with 100+ students, faculty, and MIT departments.** Museum workshops and evening programs aimed at adult audiences attracted more than 11,000 paying attendees this year.



The Yuchun (1989) and Agustina Lee Family Exchange hosted a wide range of programs for audiences of all ages.

**After Dark** is our popular evening series. Up to 600 participants joined us each month for demonstrations, performances, and talks.

The public was invited to join us for tech forums in partnership with **MIT's Work of the Future Initiative.** These were moderated by Ben Armstrong, the Executive Director of MIT's Industrial Performance Center and co-leader of the Work of the Future Initiative.

Documentary screenings in collaboration with the **Woods Hole Film Festival** included the films *Counted Out* (featuring local math experts discussing math justice) and *Sono Lino* (with a post-film discussion with the filmmaker Jacob Patrick; Professor of Computer Science, Eric Demaine; and Artistic Director of the MIT Glass Lab, Peter Houk).

A panel discussion on the future of biomaterials and the **Action Dialogues + Reception for the Planet Action** symposium were planned by TedX Boston/John Werner.

**Write Science**, an author talk series, featured legal scholar Cass Sunstein; Frances and David Dibner Professor of the History of Engineering and Manufacturing (STS) Professor of Aeronautics and Astronautics, David Mindell; and multidisciplinary designer, author and innovation executive, Kevin Bethune.

Museum expert András Szántó, and Seb Chan, Director and CEO of the Australian Centre for the Moving Image, shared their insights on the **future of museums** during lunchtime talks.



“The After Dark events are fantastic. It’s rare to come across an event very different from what I usually do that I enjoy this much. Enthusiastic presenters from MIT labs and startups make the programs educational and fun.”

– After Dark Participant



We also brought together panelists in the **Design Redefined** series, which explored design as a powerful tool for change. Co-hosted by MIT Morningside Academy for Design and Cambridge-based nonprofit, Innovators for Purpose.

We presented our science communication masterclasses in conjunction with the **Building Trust in Science for a More Informed Future** conference (co-hosted by the Aspen Institute Science & Society Program and the MIT Press).

A special **Artfinity-themed After Dark** program drew hundreds of visitors as part of the campus-wide celebration of art; Azra Akšamija and MIT Heritage Lab and MIT graduate student Coco Allred put on workshops, and Behnaz Farahi of the Critical Matter Group at the Media Lab discussed her new work *Gaze to the Stars*.

# Making and Learning

The Ulf B. Heide (1960) Education Suite offers daily drop-in activities via our Maker Hub and a range of school workshops in our Learning Labs. This year, our Museum Educators worked directly with more than **13,000 participants** in these spaces.



**3,800 local and international students** joined our workshops and tours for middle and high schoolers.

Our partnership with **Cambridge Public Schools** brought all 451 seventh grade classes—for free—to the Museum for field trips focused on computer science and artificial intelligence.

**Chelsea Opportunity Academy** students participated in a for-credit design experience centered on fabrication and the engineering design process in a new pilot program.

MIT undergraduate and graduate students shared their work directly with the public on the Museum floor, via our new **MIT Student Spotlight Gallery Cart** program.



# Mission, Vision, Values

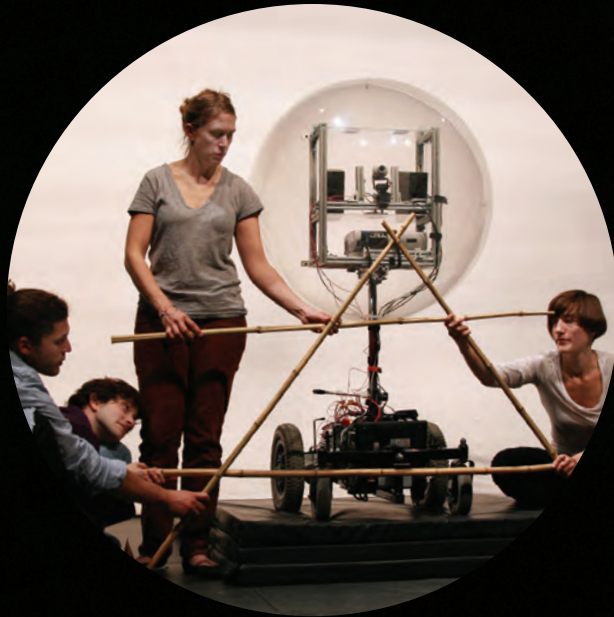
As a portal to the MIT campus, the Museum connects the Institute to the world and the world to the Institute. This year, we refined our mission, vision, and values, to guide us as we share MIT's unique culture of problem solving and creativity with the world.

## Mission

**We welcome all to participate in MIT's unique culture of problem solving and playful creativity.**

## Vision

**A world where people are authentically connected into the conversation around how science, technology and design will shape our future.**



## Values

**Curiosity:** We believe in the power of eye-opening encounters with the unexpected to spark moments of insight, reflection, and wonder. Flexible, surprising, and engaging, we empower all to explore the emerging edges of knowledge and unleash their individual creativity.

**Connection:** We believe in a collaborative, participatory, listening museum that nurtures ties between people, amplifies diverse perspectives, and explores intersections among disciplines. We are open and accessible, so everyone can have a say in the ideas that are shaping our world.

**Courage:** We believe in testing boundaries and challenging conventional wisdom in a spirit of play and irreverence. Linking the hand, the mind, and the heart, we infuse exploration and discovery with concern for the human condition. With courage and integrity, we combat fear and foster belief in a brighter future.

# Strategic Plan

In consultation with museum strategy specialist András Szántó, the Lazu Group (community and inclusion consultants), and our own advisory board, we developed a roadmap for the future, *Becoming MIT's Public Lab: Strategic Plan for the MIT Museum (2025-2030)*.

**Our plan includes four major strategic pillars for 2025–2030, developed by museum leadership and staff.**

- **Become an Audience-Focused Museum**
- **Become MIT's Public Lab**
- **Secure and Optimize our Facilities**
- **Strengthen the Foundation of a Well-Resourced Museum**

We also adopted a new thematic framework to structure exhibitions, programs, and collaborations around big ideas that resonate across MIT and the world.

Our first thematic focus is TIME, to run from September 2025–August 2026. TIME will include a major new installation by Janet Echelman (*Remembering the Future*), an exhibition on circadian rhythms in collaboration with École polytechnique fédérale de Lausanne (EPFL), and a host of programs exploring space time, time travel, and time perception.

These pillars, our new mission and values, and our thematic approach will position us to serve as a Public Lab, supporting all areas of the vibrant intellectual ecosystem in and around MIT.

At a moment when public engagement with research and higher learning has arguably never been more important, in spite of a challenging fiscal climate, the MIT Museum is well positioned to realize its potential as MIT's Public Lab, welcoming all to participate in MIT's unique culture of problem solving and playful creativity.



# Cambridge Science Festival

The 2024 Cambridge Science Festival (September 23–29) drew more than 50,000 visitors from MIT and Greater Boston. 300+ events across 75+ venues explored the festival's three distinct themes: **Electric Skin: Wearable Tech and the Future of Fashion**, **Frontiers: A New Era of Space Exploration**, and **Level Up: Games, Puzzles and the Science of Play**. The week concluded with the much-loved Science Carnival and a special appearance by Cambridge Mayor Denise Simmons.

The 2024 Festival was a success thanks to the work of more than 500 collaborators from the MIT and Greater Boston communities. Major support for the Cambridge Science Carnival was received from the British International School of Boston, the City of Cambridge, and corporate partners.



# Experimental Practice

The Experimental Practice team supports new ways of integrating science experiences into existing cultural contexts and social settings. This year, we hosted the Science Events Summit in Philadelphia, PA, welcoming **65 science engagement practitioners from across the country** for a peer-to-peer meeting, exploring public science events from different perspectives. The team continues work with groups throughout the U.S. as part of the Science In Vivo program, supported by the Simons Foundation.



# MIT Nord Anglia Education Collaboration

The MIT Nord Anglia Education Collaboration is a partnership between the MIT Museum and Nord Anglia Education, an international K-12 school network. The Museum's team provides **innovative video assets, curriculum components, learning experiences, and professional development** for teachers and students at 85 schools worldwide. The 2024–2025 video series, *Designing Solutions*, featured MIT experts Faez Ahmed (Associate Professor of Mechanical Engineering), Ariel Furst (Associate Professor of Chemical Engineering), and the student group Code for Good; these videos are distributed to 85,000 students throughout the school year as part of a design challenge. The team also continued other popular series including *Ask MIT!*, where students from around the world can ask their burning questions and get expert answers from MIT faculty and students, and *MIT Abstracts*, a webinar platform for MIT graduate students to present their work directly to students.

## MIT CAMPUS VISITS

60 Nord Anglia teachers from around the world visited in June for a week of workshops, tours, and hands-on professional development. In October, we hosted 66 Nord Anglia high school students from 26 countries. As part of their MIT experience, these students worked with a graduate student group at MIT's Plasma Science Fusion Center to design cameras. These cameras were then taken into the field to capture the aurora borealis during the MIT Geophysical Plasma Observation Expedition research trip in January.



We officially completed the big move of over 1.5 million objects to our newly-created Collections Center in November 2025. This was a remarkable milestone in the life of the museum, truly marking the completion of the “new MIT Museum.”

For the first time in nearly five years, we reopened our doors to researchers, educators, journalists, curators, and others interested in **exploring our world-renowned collections** of holography, maritime history, architectural drawings, photography, and the history of science and technology. Our newly outfitted digital imaging studio is now up and running and ready to make our collections accessible worldwide.



**“You don’t have to be a member of the MIT community. You just have to be insanely curious about our world and want to know the answer to the most basic question—*why?*”**

– Deborah Douglas  
Senior Director of Collections and  
Curator of Science and Technology  
MIT Museum



# Collections Research and Scholarship

The MIT Museum Collections hosted over 100 special visits and responded to hundreds of research inquiries this year. From international government ministers to the International Yacht Racing School (IYRS) Newport, Rhode Island, our Collections Center was a resource for a wide variety of research and scholarship:

We joined the MIT collaboration with the **Tuskegee University** to showcase the work of Robert Robinson Taylor, the nation's first academically trained Black architect and MIT's first Black graduate, in future exhibitions, publications, and a documentary film.

We collaborated with the **Japanese Consulate-General in Boston** to arrange a special research visit of Professor Chiharu Inaba of Meijo University to study plans for five submarines built for the Japanese Navy in 1904.

The Museum's collections were featured in several **international exhibitions** including "The Polaroid Project" (National Taiwan Normal University Museum of Art, Taipei, Taiwan); *AI, More than Human* (Tellus Spark Science Center, Calgary Alberta, Canada and Frost Science Center, Miami, Florida); and *I.M. Pei: Life is Architecture*, (M+ Museum, Hong Kong).

# Marketing and Communications

With the formulation of the Marketing and Communications Department this year, we built a strategic approach to enhance overall awareness about the MIT Museum’s programs, exhibitions, and events. We accomplished this by deepening our community connections across our local and global audiences through enhanced Public Relations, Social Media and Digital Communications which contributed to 340,000 new users of our website and a global reach of over 1 billion people through organic, meaning unpaid media outreach.

## Media Coverage

### Press

The Museum earned extensive press coverage in outlets including MIT News, MIT Daily, WBZ, WGBH’s Culture Show with Jared Bowen, the Boston Globe, and more. Highlights include Nautilus’s review of *Monsters of the Deep: Between Imagination and Science* exhibition, the Boston Globe’s review of *Moving Objects* exhibition, and a profile on the MIT Museum in the *Museums* section.



### Collaborators and Special Guests

The Museum hosted **Hank Green** (MIT One Commencement speaker, comedian, and science communicator), **Jaylen Brown** (Boston Celtics player and MIT Media Lab Director’s Fellow), **Sean the Science Kid** (10-year-old STEM educator and social media personality), and **Mary Robinson** (former President of Ireland and UN High Commissioner for Human Rights). These notable visitors boast a combined audience of 7 million social media followers, and their visits drew traditional media coverage as well.

# Digital Reach

## Website

- 342,000** active website users (up 14% from last year)
- 339,000** new users (up 16% from last year)
- 18%** growth in organic search
- 7%** growth in direct search
- 31%** growth in organic social
- 32%** increase in referral traffic

## Social Media



- 10,000+** followers—and climbing
- 81%** increase in post engagement
- 967%** rise in post reach



- 135%** increase in followers
- 23%** growth in post engagement



# Teaching

Museum staff teach several MIT classes each year. In FY2025, these included:

**STS.034 Science Communication: A Practical Guide**  
 Michael John Gorman, The Mark R. Epstein (Class of 1963) Director, MIT Museum and Professor of the Practice of Science, Technology and Society

**STS.050 The History of MIT**  
 Deborah Douglas, Senior Director of Collections and Curator of Science and Technology

**9.72 Vision in Art and Neuroscience.**  
 Seth Riskin, MIT Museum Studio Senior Manager, and Pawan Sinha, Professor, Brain & Cognitive Sciences

**21A.513 Drawing Human Experience**  
 Seth Riskin, MIT Museum Studio Senior Manager, and Graham Jones, Professor of Anthropology

# Awards

**2024 Blooloop 50, Museum Influencer:**  
 Ann Neumann, Director of Galleries and Exhibitions, MIT Museum named as a "The blooloop 50 celebrates the work of fifty key individuals globally, whose creativity, passion and drive has helped shape and improve the industry."

**2025 (Announced Oct 2024) Urban Future and Design Gold Award/ Architectural Press:** MIT Museum Exhibitions

**2025 (Announced Oct 2024) The Chicago Athenaeum Museum of Architecture and Design, International Architecture Awards:** MIT Museum Exhibitions

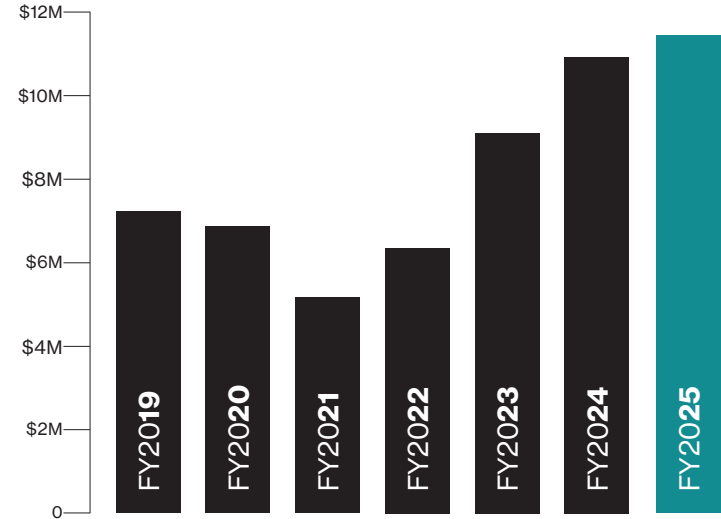
# Financial Highlights Fiscal 2025

The Museum’s total operating revenue in fiscal 2025 was \$11.4 million, exceeding the record set the prior year.

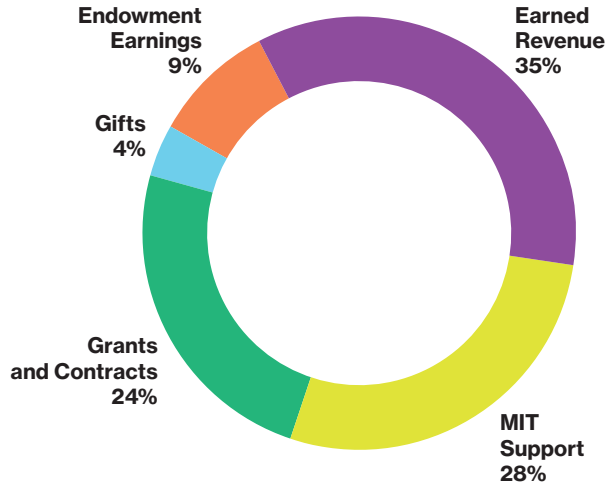
Reflecting visitation, store and museum admissions generated record revenues of \$1.8 million and \$1.4 million respectively: event rentals, programs, and reference requests brought the earned revenues for the year to \$3.9 million, over one third of total operating revenues.

Over 80% of the museum’s budget is invested in programs, collections, exhibitions, and visitor services.

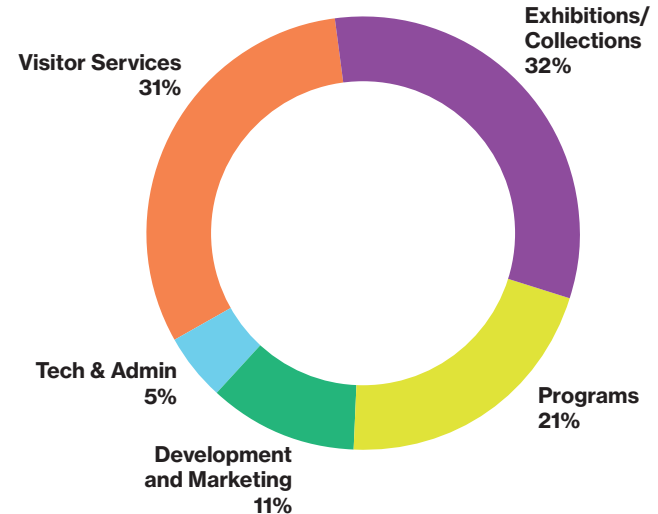
**Revenue History**  
FY2019–2025



**Revenue Composition**  
FY25

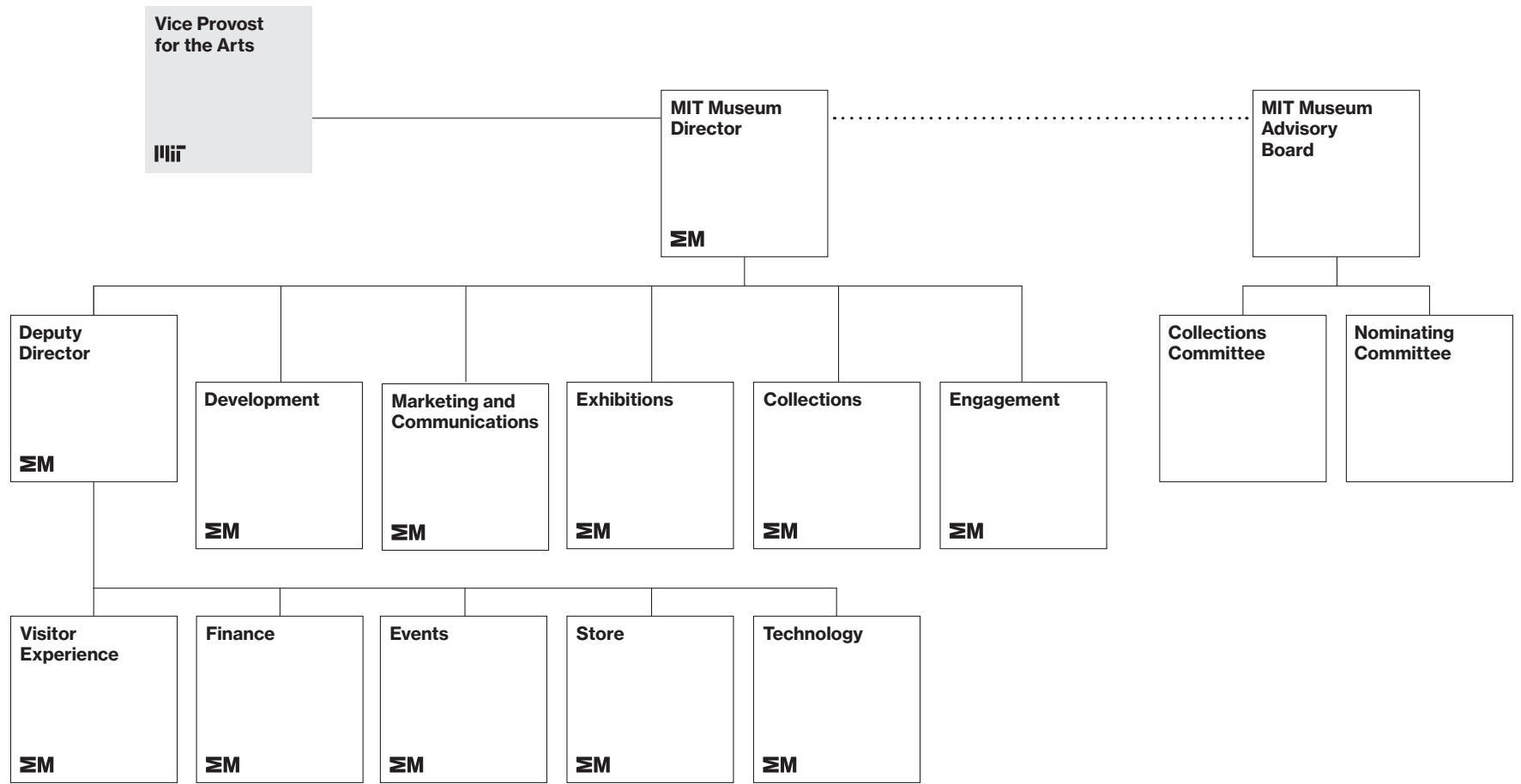


**Expense Composition**  
FY25





# GOVERNANCE AND LEADERSHIP



## MIT Museum Leadership

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**Leading the Museum is Michael John Gorman, who assumed the role of The Mark R. Epstein (Class of 1963) Director of the MIT Museum on July 1, 2024.**

Dr. Gorman has previously served as Director and Founder of public spaces focusing on science, innovation, and the arts including the Science Gallery at Trinity College, Dublin, Ireland; Science Gallery International; and BIOTOPIA – Naturkundemuseum Bayern in Munich, Germany. He is the author of the recent book *Idea Colliders: The Future of Science Museums* published by the MIT Press. He has curated numerous exhibitions and festivals bridging science, art, technology and design around the world.

The Museum reports to the Office of the Provost, through Philip Khoury, Vice Provost for the Arts.

The Museum's Management Team is composed of senior staff representing key areas across the museum. The team met on a bi-weekly schedule throughout the year.

## Advisory Board and Committees

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**The purpose of the MIT Museum Advisory Board is to support the Museum in carrying out its mission and to review, offer advice and guidance, and lend support to collection, conservation, exhibition, education and public programs, and development policies and programs. The board meets at least three times annually.**

The Collections Committee is responsible for working directly with the collections staff to oversee development of the Museum's permanent collections through the review of proposed acquisitions to and deaccessions from the collections and the recommendation of appropriate actions to the Museum's Director.

The Nominating Committee assesses membership needs, and solicits from advisory board members, Museum staff, MIT Deans, the MIT and City of Cambridge communities, as well as other peer organizations, the names of candidates with the background or expertise deemed necessary for the board's well-roundedness. The committee presents a slate of proposed new board members for election or re-election at the board's annual meeting.

## Our new Deputy Director

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**This year, the MIT Museum appointed a new Deputy Director and Head of Operations, Maggie Scott.**

A seasoned museum and operations professional, Scott will lead operations and strategic initiatives that support our mission at the intersection of science, technology, and the arts.



Managing and enhancing the MIT Museum's daily operations and operational procedures, Scott will direct the delivery of high-quality visitor services, technology systems, and museum store customer service.

Beyond operations, Scott will participate in the continued development and execution of the MIT Museum's strategy, and will represent the museum to key stakeholders.

Prior to joining the MIT Museum, Scott served as the Senior Director for Government & Legal Affairs at the Museum of Fine Arts, Boston, where she led the institution's safety and operations response during the Covid-19 pandemic. Additional previous roles span state government and private sector, including General Counsel to former Massachusetts Senator and as a national advocate for individuals with disabilities. Maggie Scott holds a Bachelor of Arts in Art History from Boston University and a Juris Doctor from Suffolk Law School and serves on the steering committee of the Museum Attorneys Group, a nationwide collaboration of cultural institutions.

## MIT Museum Management Team

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Michael John Gorman  
*The Mark R. Epstein (Class of 1963) Director*

Keelin Caldwell  
*Interim Deputy Director, Director of Engagement and Cambridge Science Festival*

Ron Czik  
*Director of Technology*

Deborah Douglas  
*Senior Director of Collections and Curator of Science and Technology*

Florence DiJohnson  
*Associate Director of Development*

Ann Neumann  
*Director of Galleries and Exhibitions*

Tracy Tajbl  
*Director of Development for the Arts, MIT*

Sasha Wallinger  
*Director of Marketing & Communications*

## MIT Museum Advisory Board Members

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### OFFICERS

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Phillip Sharp, *Chair*  
*Institute Professor and Professor of Biology Emeritus, MIT*

Mark Epstein, *Vice Chair*  
*Senior Vice President, Qualcomm*

### MEMBERS

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Elizabeth Bramson  
*CEO & Publisher, MIT Technology Review*

Alex Caro  
*Senior Vice President and General Manager, Edge Delivery, Akamai Technologies, Inc.*

Ron Cordover  
*Chairman Emeritus, Corber Corporation*

Kate Dawson, MD  
*Senior Vice President, Therapeutics Development Unit, Biogen*  
*Board of Directors, Biogen Foundation*

Daniel Grunberg  
*Entrepreneur and Chief Science Officer*

Ulf B. Heide  
*Retired, President, Technical Manufacturing Company*

Laura Jasinski  
*Executive Director, The Charles River Conservancy*

David Kaiser  
*Germeshausen Professor of the History of Science, STS, MIT Professor of Physics, Department of Physics, MIT*

B. Kimmerman  
*Chief of Staff, Executive Office, City of Cambridge*

Janna Levin  
*Author*  
*Claire Tow Professor of Physics & Astronomy, Bernard College, Columbia University*  
*Chair & Director of Sciences, Pioneer Works*

Maisha Moses  
*Executive Director, The Young People's Project*

Beth O'Neill Maloney  
*Executive Director, Kendall Square Association*

Christine Ortiz  
*Morris Cohen Professor of Materials Science & Engineering, MIT*

Deb Roy  
*Director, MIT Center for Constructive Communication*  
*Professor, Media Arts and Sciences, MIT*  
*Co-founder & Chair, Cortico*  
*Visiting Professor, Harvard Law School*

Amar Sawhney  
*Co-founder & Managing Partner, Incept, LLC*  
*President & Chairman, Instylla, Inc.*  
*CEO, Rejoni*

Kristel Smentek  
*Associate Professor, Department of Architecture, MIT*

Anne Street  
*President & CEO, Riverside Consulting Group, Inc.*

Belinda Termeer  
*President, Co-founder, and Member of the Board of Directors, The Termeer Foundation*

Edward O. Thorp  
*Mathematics professor, author, hedge-fund manager, blackjack researcher*

John Tylko  
*Chief Innovation Officer, Aurora Flight Sciences*

Angie UyHam  
*District Design and Innovation Coach, Design Lab, Cambridge Public Schools*

Danielle Wood  
*Space Enabled Research Group Assistant Professor, Media Arts & Sciences and AeroAstro Media Lab, MIT*

### EX-OFFICIO MEMBERS

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Michael John Gorman  
*Mark R. Epstein (Class of 1963) Director, MIT Museum*

Paul Ha  
*Director, List Visual Arts Center, MIT*

Philip Khoury  
*Vice Provost and Ford International Professor of History, MIT*

Leila Kinney  
*Executive Director, MIT Arts Initiatives*

Rohan Kundargi  
*K-12 Community Outreach Administrator, Government & Community Relations, MIT*

## MIT Museum Collections Committee Members

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Dr. Kristel Smentek, *Chair*  
Associate Professor, Department of  
Architecture

Dr. Sana Aiyar  
*Professor, MIT Department of History*

David Brock  
*Historian of technology, and Director of the  
Software History Center, Computer History  
Museum*

Betsy Connors  
*Holographer, former Lecturer,  
MIT Media Lab*

Dr. Carolyn Goldstein  
*Public History and Community Archives  
Program Manager for the University  
Archives and Special Collections, University  
of Massachusetts—Boston*

Dr. Evelyn M. Hammonds  
*Barbara Gutmann Rosenkrantz Professor  
of the History of Science, Professor of  
African and African American Studies,  
and Professor, Department of Social and  
Behavioral Sciences, T. Chan School of  
Public Health, Harvard University*

Dr. Helen M. Rozwadowski  
*Professor of history and founder of the  
maritime studies program, University of  
Connecticut*

Erin Stalberg  
*Associate Director for Collections,  
MIT Libraries*

Benjamin Weiss  
*Leonard A. Lauder Curator of Visual  
Culture, Museum of Fine Arts, Boston*

### EX-OFFICIO MEMBERS

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Michael John Gorman  
*The Mark R. Epstein (Class of 1963)  
Director*

Deborah Douglas  
*Senior Director of Collections and Curator  
of Science & Technology*

Katie Porter  
*Registrar*

Jonathan Duval  
*Assistant Curator, Architecture & Design*

Elisabeth (Libby) Meier  
*Assistant Curator, Hart Nautical Collections*

Florencia Pierri  
*Associate Curator, Science & Technology*

## MIT Museum Nominating Committee

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Rohan Kundargi, *Committee Chair*  
*Program Administrator, Government  
and Community Relations, MIT*

Eric Silverman  
*Founding, Managing Director,  
Eastham Capital*

### EX-OFFICIO MEMBERS

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Michael John Gorman  
*The Mark R. Epstein (Class of 1963)  
Director*

Keelin Caldwell  
*Interim Deputy Director, MIT Museum*

Tracy Tajbl  
*Director of Development for the Arts,  
MIT*

# Staff Highlights

Our staff appeared on conference panels and podcasts, presented papers and posters, and took on leadership roles in the museum field.

**Michael John Gorman** delivered a keynote address at the Nobel Center Talks in Stockholm on the topic of Spaces that Nurture the Cross-Pollination of Ideas. He presented at the FORMS (Futures-Oriented Museum Synergies) conference in Rio de Janeiro, and secured MIT's spot as the 2026 host of this conference for leaders of future-oriented museums. And he spoke at the opening of the exhibition *South Asia and the Institute* at the Science Gallery Bengaluru and gave a keynote talk to MIT Alumni at Swissnex in Bangalore.

**Deborah Douglas**, Senior Director of Collections; Curator of Science and Technology, was named president of the Society of the History of Technology (SHOT). (January 2025).

**Ann Neumann**, Director of Galleries and Exhibitions, presented at the American Association of Museums (AAM) national conference in Los Angeles, CA (May 2025) and at the Ecsite international in Warsaw, Poland (June 2025). Neumann was featured on the *Making the Museum* podcast to discuss the "Museum as Lab" concept.

**Ronald Cziki**, Director of Technology, served as co-chair on the MCN (Museum Computer Network) Strategy SIG.

**Lindsay Bartholomew**, Exhibit Content and Experience Developer, presented at the Ecsite international in Warsaw, Poland (June 2025) and the Association of Science and Technology Centers (ASTC), Chicago, IL (September 2024).

**Yael Saiger**, Learning Design Coordinator, presented at the Future of Mathematics Engagement Conference in Les Diablerets, Switzerland (September 2024).

**Florencia Pierri**, Associate Curator of Science and Technology, presented at the History of Science Society annual meeting, Mérida, Mexico (November 2024) and the National Museum of American History's Collecting in Artificial Intelligence symposium, Washington, D.C. (April 2025).

**Jonathan Duval**, Assistant Curator of Architecture and Design, presented at the International Confederation of Architectural Museums (ICAM) conference in Hong Kong (December 2024) and at the ICAM North America meeting in Washington, DC (June 2025).

**Elisabeth (Libby) Meier**, Assistant Curator for the Hart Nautical Collections, attended the Council of American Maritime Museums Annual Conference in Pensacola, Florida (April 2025).

# Thank you!

We are grateful to our donors, corporate sponsors, and grantors for the generous contributions made to support the Museum's mission. In FY2025, contributions exceeded \$500,000.

Corporate members were invited for Lunch and Learn sessions, welcomed at Museum events, and operated 15 interactive booths at the 2024 Cambridge Science Carnival. The Corporate Membership Program contributed over \$125,000 in unrestricted funds. By year-end, the program secured 17 active members, including Biogen, Bristol Myers Squibb, Google, Johnson & Johnson, Merck, Meta, Sanofi, Snapdragon, and Takeda. A five-year operational grant was awarded to the Museum from the Mass Cultural Council.



## **Photos**

### Cover

*Starshade One-meter Model* (detail). MIT Museum, *Essential MIT* exhibition. Photo by Michael John Gorman

### Page 3

Photo by Justin Knight

### Pages 6–7

Team member working in Collections Center. Photo by Anna Olivella

*Hallucinating Traditions*. Photo by Anna Olivella

*Future Type*. Photo by Anna Olivella

*Radical Atoms*. Photo by Michael J. Clarke

### Pages 8–9

Es Devlin at the MIT Face to Face Workshop, Artfinitly 2025. Photo by Kataram Studios

*Gaze to the Stars* by Behnaz Farahi, Artfinitly 2025. Photo by Chenyue Xdd Dai

### Pages 10–11

After Dark event. Photo by Olivia Moon

David Mindell. Photo via CSPAN Photography

DJ Joseph Ntaimo performing at After Dark. Photo by Olivia Moon

Maisha Moses, Vicki Abeles, and Ismar Volić (l to r) at the *Counted Out* movie screening. Photo by Reyna LaRiccica

Jaylen Brown speaks to museum audience. Photo by Chris McIntosh

### Pages 12–13

Guests participate in After Dark programming. Photos by Olivia Moon

Museum guests interact with exhibits. Photo by Olivia Moon

### Pages 14–15

Students work on *Eye Robot* with theater director Robert Wilson at the MIT Museum Studio.

Ingo Günther, *World Processor*, *Big Bang Data* exhibition, 2017–2018, MIT Museum

### Pages 16–17

Cambridge Science Carnival 2024. Photos by Michael J. Clarke

Group photo of Experimental Practice Conference in Philadelphia. Photo by Stacey Baker

Visiting teachers on the 2025 Nord Anglia Trip

### Pages 18–19

Team members and visitors working in the Collections Center. Photos by Anna Olivella

### Page 21

Photo by Michael John Gorman

### Page 23

Visitors line up outside the MIT Museum. Photo by Michael J. Clarke

### Page 28

MIT Museum Staff. Photo by Michael J. Clarke

**MIT Museum**  
314 Main Street  
Gambrill Center  
Cambridge, MA 02142  
[mitmuseum.mit.edu](http://mitmuseum.mit.edu)