

MIT LIBRARIES RESOURCE DEVELOPMENT PROGRAM ANNUAL REPORT FY '01

Calculated Risks, Creative Revolutions, the Campaign for MIT, with its goal of \$1.5 billion, was launched in November 1999. The MIT Libraries were made an active participant in the Campaign, for the first time in Institute history. A goal of \$20 million was assigned to the Libraries. Although it is one of the smaller goals in the Campaign, since the MIT Libraries do not have an established fundraising history, it is a challenge.

Prior to FY '01, a variety of modest projects had been undertaken to initiate fundraising for the Libraries. Although the results of some of the efforts were promising, it was clear that for the Libraries to make substantial progress in attracting private funds, a systematic program was needed. With this in mind, and as part of the long-term strategy to strengthen the Libraries, the commitment was made to create a Libraries' Resource Development program. The first step, to hire a professional to direct the effort full-time, took place in October 2000.

FY '01 GOALS AND OBJECTIVES

- Heighten awareness of the Libraries and their programs, throughout the Institute and beyond. Plan particular focus on Resource Development staff in order to increase the opportunities to identify prospects for the Libraries.
- Close gifts that have been solicited and solicit prospects who have expressed interest in the Libraries.
- Streamline development-related systems within the Libraries so that the Libraries Development Director can focus on major prospects.
- Utilize existing systems to work effectively with Resources Development and the Alumni Association.
- Identify and initiate cultivation for 50 – 100 Library prospects in conjunction with the Office of Campaign Giving and other Resource Development staff.
- Establish a group of volunteer leaders who will serve as strong advocates of the Libraries' campaign.

ACCOMPLISHMENTS

FY '01 was a year devoted to laying the foundation of the Resource Development program for the MIT Libraries. Early results of this strengthened foundation were discernible by the end of the year. It is expected that the results will increase substantially in the coming years. In FY '01, gifts to the Libraries increased 95% over FY '00. This is both an exciting result in itself and an indication of a growing focus the Libraries within the Institute. Progress was made on each of the six main goals set for the Libraries' Development program.

Heighten awareness of the MIT Libraries: This goal was addressed in a variety of forms. The Director of Development met with colleagues throughout the Institute to gather information and provide updates on programs and plans at the Libraries. Much emphasis was placed on staff in the Resource Development Department and the Alumni Association, but meetings also took place with members of the Faculty Committee on the Library System, the Dean of Admissions, and staff in the Schools.

Tours of the Libraries were organized for Resource Development and Alumni Association staff. They were designed to familiarize them with the range of resources available and to show spaces that need renovation and those that have been renovated successfully. These tours are a good example of Libraries' staff participation in development efforts. The professionalism, warmth, and depth of knowledge of Libraries staff members made a strong positive impression on the tour participants.

During Tech Reunions, Libraries' tours were offered to Alumni and the Institute Archives staff successfully restructured the Cardinal and Gray *Memories Room*. The consistent quality of the tours encouraged Alumni Association staff to recommend a tour for the Boston Alumni Club. Libraries' sponsorship of other events to increase awareness was explored with the Alumni Association; some of these events are scheduled for FY '02 and some are still in discussion. Participation of Libraries staff is crucial for successful events as it allows the guests to develop a better understanding of the depth and breadth of the work at the Libraries. Fortunately the enthusiasm of the staff is strong, and is expected to continue as tangible results come out of events.

The meeting of the Libraries' Visiting Committee in April was a valuable opportunity to address an influential group of individuals about the Libraries' role in the Campaign. The direct connection between a successful Campaign and meeting the Libraries' strategic goals was also presented to Committee members.

Written materials were either created or revised to appeal to prospective donors and other individuals outside the Libraries. New materials include the Campaign Working Paper, the Campaign Giving Opportunities list, the annual appeal brochure, and a giving page on the Libraries revised web site. *BiblioTech: News of the MIT Libraries* was redesigned to enhance its impact on constituencies outside the Libraries. The new Resource Development publication *CR*² included an article on the Libraries Campaign priorities in its second issue. This publication is targeted to major donors and prospects of the Institute.

Staff throughout the Libraries system were especially helpful in the creation of written materials. They served both as writers and as critical sources of information. One example is the Giving Opportunities List for which staff provided ideas about endeavors the Libraries might undertake that could appeal to donors. Staff also contribute articles to each issue of *BiblioTech*. In addition, with the redesign of the Libraries' newsletter, the Communications Coordinator took on the job of editing the publication. Staff continue to be generous with their time by providing information and reviewing donor communications for accuracy.

Close gifts that have been solicited and solicit current prospects. Some major commitments that previously had been initiated were finalized this year. Elizabeth Yeates made a pledge to create a group study area. Collaboration with Chris Rinaldi and Janice Thompson, members of the Resource Development staff, enabled two major gifts to be secured. Elizabeth Erb gave \$88,000 for an endowed fund to be used at the discretion of the Libraries Director and an anonymous alumnus donated \$250,000 to support the first phase of the Libraries' expanded Preservation Laboratory.

Streamline development-related systems within the Libraries: Cleaning up the mailing list was the most important internal system that was addressed this year. This was a team effort which required the combined wisdom of Jos Wanschers, Steven Horsch, and Ruth Seidman. The list,

of course, will be refined on a continuing basis as new prospects are added and non-performing names are deleted. A related project, the print production manual, was initiated late in the year and will be completed by fall.

Utilize existing systems in the Treasurer's Office, Resource Development and Alumni Association: The most important system to be cleaned up this year was gift tracking and reporting. The Alumni Association, Resource Development, and the Treasurer's Office each had a different list of gift accounts for the Libraries. The lists had to be tracked down and compared and each discrepancy had to be researched and resolved. Jos Wanschers and Steven Horsch invested much time and effort to achieve the successful result of a clean, consistent list of accounts in all pertinent offices and a workable system to ensure the accurate addition of new accounts in the future.

Discussions were initiated to explore the possibilities of collaborative appeals between the Libraries and the Alumni Association.

Identify and initiate cultivation for 50 – 100 Library prospects: The cultivation of Resource Development staff allowed the Libraries to secure two major gifts and to be included in approximately five other major solicitations. The level of cooperation should increase substantially in the coming year.

In October, a Libraries prospect portfolio didn't exist. By the end of the year, 31 prospects had been identified as Libraries prospects and the Director of Development was included as "staff" on an additional XX prospects. Cultivation of these prospects will continue in the coming year.

Establish a group of active volunteer leaders to advocate for the Libraries: This is a long-range goal. A few committed volunteers have been identified as strong Libraries advocates. The ultimate plan is to identify one or two influential volunteers in each major geographic region throughout the country who can introduce the Director of the Libraries or the Director of Development to new major prospects either individually or through events. Ideally, these volunteers will also advance the Libraries' case by identifying, cultivating, and soliciting prospects. This will be a continuing project throughout the Campaign and beyond.

FINANCES/FUNDING

Although the main focus of the Libraries' development program in FY '01 was on laying the foundation, growth in private support was also apparent. A few useful illustrations follow:

	FY '00	FY '01	% change
Overall cash gifts to the Libraries:	\$288,283	\$560,896	95%
Gifts to Director's Fund	\$ 6,095	\$ 19,520	320%

There were 5 gifts of \$25,000 or more made to the Libraries in FY '01 totaling \$533,058. Four of the five gifts came from individuals. This result indicates the overwhelming influence of individuals on the overall pattern of donors to the Libraries campaign. The emphasis of the Libraries development program will continue to focus on individuals as this trend is expected to continue.

FUTURE PLANS

The MIT Libraries development program will continue to focus on the goals that were laid out for FY '01 and will build on the progress that was made this year. Looking a few years in the future, by the conclusion of the *Campaign for MIT*, the Libraries goals are to:

- Achieve the goal of \$20 million by June 30, 2004.
- Increase the base of support for the Libraries from approximately 400 annual donors to 1000 annual donors.
- Build the number of major donors to 30 – 50.
- Have the plan in place to have the Libraries consistently included in Alumni Association appeals including the Parents Fund, reunion gifts and annual appeals.

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