

**MIT LIBRARIES
RESOURCE DEVELOPMENT PROGRAM
ANNUAL REPORT FY '02**

FY '02 was the first complete fiscal year of a full-time MIT Libraries Resource Development Program. It was a year concentrated on building on the successes of the program from the previous year. A number of activities and events took place that provided good illustrations of progress within the program.

The two overarching goals of the Resource Development Program at the MIT Libraries remained consistent:

- Meet the goal of \$20 million by June 30, 2004.
- Build the base of private donors for the Libraries to ensure a dependable level of annual contributions for the long-term and a core group of supporters for future Capital Campaigns.

In order to meet the goals of the Libraries' Development program, activities and energy were concentrated on the following objectives. Since the program is still growing, many of the objectives are continuations from FY '01.

FY '02 OBJECTIVES

- Increase awareness of the Libraries and their programs, throughout the Institute and beyond.
- Streamline current development-related systems within the Libraries and develop new ones as needed.
- Strengthen existing relationships with staff in Resource Development and the Alumni Association and initiate new ones.
- Identify and cultivate Library prospects in conjunction with the Office of Campaign Giving and other Resource Development staff.

ACCOMPLISHMENTS

By continuing the work initiated in FY '01, notable progress was made in strengthening the Libraries Development program. From increasing the level of giving to the *Director's Fund for Library Excellence*, to expanding the number and variety of public presentations offered, growth could be seen in all areas of the program. Cooperation increased with staff in Central Resource Development and the Alumni Association, especially as it became clear that collaborative efforts with the Libraries would create benefits for all involved. In addition to joint programs and events, Major Gifts Officers in the Office of Campaign Giving began to view the Libraries as a place to look for solutions for some of their more challenging prospects. The Parents Fund *Honor with Books* program, the Libraries' initial inclusion on the agenda for a Campus Visit Weekend, a presentation for the MIT Alumni Club of Washington, and a major commitment by a new donor were a few of the high spots of the year.

The Libraries commitment to the Development program remained strong this year. The part-time Communications Coordinator position and 50% of the full-time Development Coordinator position were formally added to the Development team. Both staff members bring familiarity with the Libraries' Development program as well as many years experience at the MIT Libraries. These positions address the very important areas of communicating about the Libraries, understanding how to make Development systems function properly in the Libraries and within

Resource Development, and producing events. As the Development program continues to grow, it is expected that these roles will expand.

Highlights of accomplishments within the Development program's objectives follow:

Heighten awareness of the MIT Libraries: Meeting this objective took three basic forms: public & private events, cultivation of staff in RD & AA, and producing high quality printed materials.

The Libraries took advantage of a broad range of constituent groups meeting on or near Campus to participate in events and update their members about the Libraries in the 21st century. Presentations were made to members of the Emma Rogers Society, the MIT Club of Boston, the Alumni Leadership Council, participants in Family Weekend, two Campus Visits, the MIT Club of DC, staff attending the RD FYI series, and to Alumni attending Tech Reunions. Recognition of gifts from Corporation members Shirley Jackson and Marjorie Yang took place at the Corporation luncheon in December.

The new presentation *Information Technology from the Industrial Revolution to the Digital Revolution*, was so well received that it was adapted for a number of groups. Sessions about DSpace also drew strong responses. In addition to the important role of DSpace as a project, it has also served as a wonderful discussion topic to capture the attention of staff and alumni regarding the Libraries in the 21st century.

A critical issue facing the MIT Libraries is the lack of physical space needed to serve students and faculty at a world-class institution in the 21st century. In light of this, a series of tours (informally dubbed *The Good, the Bad and the Ugly*) was coordinated for MIT senior administrators. The tours were designed to provide a first-hand experience of the shortcomings of the current physical space as well as some examples of how the Libraries' staff have endeavored to improve existing spaces. Participants in these tours, led by Director of Libraries, included: Chancellor Phil Clay, Associate Provost Claude Canizares, Dean Larry Benedict, Dean Bob Redwine, Facilities Space Administrator John Dunbar, RD Vice President Barbara Stowe, and members of the Faculty Committee on the Library System.

Cultivation of staff in Resource Development and the Alumni Association took place via the FYI presentation in November, dissemination of Libraries' newsletter and other materials, and personal contact with staff regarding prospect strategy and planning events. In addition, selected members of the Alumni Association staff were invited to a celebration of the successful conclusion of the inaugural *Honor with Books* program.

The creation of high quality printed materials continued this year. Newly designed presentation folders, produced early in the year, enabled the creation of cohesive information packets for meetings and events. Hand-outs addressing the three areas of concentration for the Libraries' campaign were written and a brochure was created for *Honor with Books*. These pieces joined the ongoing issues of *BiblioTech*, the Libraries' New Year's card, and a new annual appeal brochure. Articles about the Libraries were also included, as appropriate, in information packets.

Printed pieces often act as the public face of the Libraries and constitute a vital element of the Development arsenal. The importance of the interaction between Development and

Communications was recognized when the Communications Coordinator officially joined the Libraries' Resource Development team.

Streamline development-related systems within the Libraries and create new ones as needed:

Since a great deal of effort last year was invested in cleaning up the mailing list, this year other systems were addressed. Most of the systems deal with aspects of soliciting, accepting, acknowledging, and stewarding gifts. A Development Procedures Manual was initiated to record the existence of the new systems. Each member of the Development team took responsibility for writing one or more sections of the Manual. The current modules in the Manual include: Donor Interaction, Publications, Honor with Books, Gift Processing, Gifts-in-Kind, Acknowledgments, Stewardship, Special Events, Recognition of Graduating Students, and Reporting & Records. It is important to realize that an effective Procedures Manual is a living document and it will be updated on, at least, an annual basis.

The Libraries Campaign Steering Committee met this year on a bi-monthly basis. The six meetings each focused on discussion of policy and other issues rather than on announcements. The Committee continues to be a good vehicle to involve Libraries staff in Development activities.

Strengthen relationships with Resources Development and the Alumni Association: FY '01

was a year of laying groundwork for Libraries' involvement in events on campus. Therefore, it was particularly heartening in FY '02, to have RD and AA colleagues initiate requests for the Libraries to participate in various events. Many of the Libraries' events in FY '02 were part of larger AA or RD programs. They included the Alumni Leadership Conference, Family Weekend, Campus Visits, and Tech Reunions.

Honor with Books is a terrific example of a new program that succeeded because of the enthusiastic participation of the Alumni Association. This program provided the parents of graduating seniors with the opportunity to have a bookplate placed in a book honoring their child's graduation from MIT. Of the 1,000 students in the class of 2002, 74 parents participated in the program generating \$9,000 for the Libraries' collections. Of the participants, 30% were first-time donors to MIT. This is a wonderful start for a program, which is expected to grow in the years ahead. The response to *Honor with Books* was so positive that the Libraries received permission to invite the 4,000 members of the Emma Rogers Society to participate in the program. The mailing will take place in early FY '03. It will be the first solicitation of ERS members since the group was established in 1990.

Identify and cultivate Library prospects in conjunction with the Office of Campaign Giving and other Resource Development staff:

Regular personal contact with major gift officers promotes the Libraries' willingness to respond to donors and prospects. Consistent contact with Janice Thompson in OCG, helped encourage an anonymous alumnus who had contributed \$250,000 in the previous year, to donate \$225,000 this year. As the Campaign progresses, MGO's are finding themselves meeting more prospects who are interested in supporting something a bit different at MIT. A good example is E. Martin Wunsch, who had approximately 10 proposals presented to him in the last six years, with nothing capturing his interest. However, a request to support conservation of rare and historic books in the Libraries renovated Conservation Lab caught his attention because it reflected his love of antiques. As the year drew to a close he had made a verbal pledge of \$500,000 to create an endowed fund for the Libraries' Preservation program. More field staff in OCG are mentioning the Libraries in their meetings

with alumni, so the requests for proposals are increasing. Most of the proposals are in the \$100,000 to \$500,000 range.

Policy regarding planned gifts for the Libraries will require attention in the coming year. During FY '02 a MGO secured a \$50,000 life income gift for the Libraries from an alumnus. However the Institute level policy issues regarding the acceptance of life income gifts are not resolved, making it difficult to accept such gifts. It is hoped that cooperation with the Office of Planned Gifts and the Treasurer's Office will help to resolve these issues soon. This is particularly important for the Libraries, both because of the strong tradition of donors supporting research libraries through planned giving and the potential interest in the Libraries from members of the Emma Rogers Society, who are likely planned giving prospects.

Two trips were made to visit prospects for identification purposes – Washington, DC and Arizona. Some donors of more modest means were identified and a few that have major potential in the long term.

FINANCES/FUNDING

There was a 23% increase in gifts to the Director's Fund in FY '02. Although the overall level of giving decreased, a verbal pledge of \$500,000 which was made in June 2002 will be counted in FY '03, not FY '02. If the pledge were included in FY '02, the total giving for FY '02 would be \$908,712.

	FY '00	FY '01	FY '02
Total gifts to the Libraries:	\$288,283	\$560,896	\$408,712
Gifts to Director's Fund	\$ 6,095	\$ 19,520	\$23,999

As before, the largest gifts came from individuals. 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 maintain focus on its long-term goals and continue to build on the progress that was made this year.

Looking ahead, by the conclusion of the *Campaign for MIT*, the Libraries goals are to:

- Reach the goal of \$20 million by June 30, 2004.
- Build the base of private donors for the Libraries to ensure a dependable level of annual contributions for the long-term and a core group of supporters for future Capital Campaigns.

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