

## MIT LIBRARIES RESOURCE DEVELOPMENT ANNUAL REPORT FY 2003

There was significant growth in the MIT Libraries' Resource Development program in FY '03. In addition to some visible milestones – a record-breaking year for fundraising, events that attracted both large audiences and extensive media coverage, and new programs to interest prospects – FY'03 also was a year that saw resolution to some internal system issues that have been problematic for the program.

This was possible because staff maintained a clear focus on the key goals of the program:

- **Meet the goal of \$20 million by the end of the current Institute Campaign.**
- **Build a base of private support that can be depended on for the long-term and for future Campaigns.**

A series of objectives, established nearly three years ago, continue to provide guidance and support for these goals.

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

### ACCOMPLISHMENTS

The Development Plan, created in the fall of 2000, continues to provide a sound framework for the Resource Development program. Awareness of the Libraries services and programs increased among Institute administrators, faculty, staff, and alumni. The successful renovation and expansion of spaces in Building 14 and launch of DSpace both contributed to this heightened awareness. In addition, increased collaboration with Resource Development – in particular the Office of Campaign Giving – created opportunities to hold events in Northern California and Cleveland. One major donor fulfilled his pledge to support the Libraries expanded Conservation Laboratory and other major prospects, who likely will support the Libraries in the near future, have been identified. The ability to keep track of the Libraries prospects and donors was improved with better communication between the Libraries and the office of Development Research and Systems and improvements created and implemented by the program's new Administrative Assistant.

In FY '03, a good deal of staff energy was directed toward two areas of the Resource Development program: events and annual giving. The Development Coordinator was instrumental in planning and managing the Open House and the DSpace Launch, the large-scale events of the fall. In addition, the office of School Development Services assigned two staff members to assist with organization and implementation of the events. The additional staff time was necessary to take on the sheer volume of work required for events of this magnitude. Another source of assistance came from within the Libraries; an ad hoc group of staff from across the system volunteered to help organize and staff various aspects of the Open House. Their participation was vital to the success of the event both for the work they did and the camaraderie they provided throughout the Libraries.

The Development Coordinator also took on much more responsibility for the annual giving appeals for the Libraries. In the course of refining the system for processing mailings and gifts, he developed a much stronger rapport with Alumni Association staff. He also undertook a much more active role in the creation of the spring appeal, which had a strong response. His willingness and ability to take on

expanded responsibilities for annual giving will benefit the major giving effort as it will release time for the Director of Development to spend on major giving. Also, the newest member of the Development team, the part-time Administrative Assistant demonstrated his value almost immediately after beginning in February. He created a database to revamp the way that donor names are sorted and tracked. This has resulted in a better organized and more cleanly segmented mailing as well as a more efficient acknowledgment process for all gifts.

The Communications program became more closely integrated into Resource Development. The Communications Coordinator continued to produce BiblioTech twice a year, she also finalized the design phase and implemented the new internal publications program, served as the Libraries liaison to campus communications colleagues, and generated public relations materials as necessary. In addition, there was the challenge of managing the publicity around two large events: the Open House to celebrate the renovations in Building 14, which attracted tremendous interest on campus, and the Symposium to Launch DSpace which was covered by media outlets from around the world. Discussions about the future shape of the Communications program were expanded when Ruth Seidman announced her plan to retire at the end of the year. In five years, she had established a program virtually from scratch and helped it to reach the professional level needed by the MIT Libraries. Her suggestions for ways to enhance the program will be particularly valuable for her successor.

Two main goals sustained the focus of the Libraries' Resources Development staff:

- achieving the \$20 million campaign goal and
- building the base of private support for the future.

At the end of FY '03, a plan for completing the goal was presented to the Vice President for Resource Development, Director of Resource Development, and Director of Principal Gifts. They have agreed in principle that more attention must be directed toward the Libraries from Resource Development Staff.

Specific examples of the Objectives of the Libraries' Resource Development Program follow:

*Increase awareness of the Libraries, throughout the Institute and beyond.* Examples of this objective include events – large and small, cultivation of prospects and colleagues, and dissemination of publications and other print materials.

As indicated above, both the Open House to celebrate the Building 14 renovations in October and the DSpace Launch in November were tremendously successful at enhancing the Libraries' image – both on and off campus. The events were exceptionally well attended and well received by guests and media.

Other events in the fall of 2002 included the Libraries participation in the Exponential Occasion with the program: *Information Technology from the Industrial Revolution to the Digital Revolution*. Library programs were also included in Family Weekend -- a presentation on the digital resources available for students and a history of MIT. All of these events were filled to capacity. In December, Director of Libraries, Ann Wolpert was the featured speaker at a Resource Development Technology Breakfast in Northern California. Nearly 50 Alumni/ae attended. Their interest was clear by the many questions that followed the talk. Also in California, Visiting Committee member Christian Matthew hosted a reception for Ann Wolpert to meet alumni in the San Francisco area.

While the second half of the year was not taken up with quite as many events, they continued to hold a place on the calendar. In January, two events took place in Cleveland: a dinner for a dozen alumni was hosted by Stan Proctor and Ann Wolpert was the featured speaker at the Cleveland Club's monthly meeting. A number of good connections were made for the Libraries with the alums in Cleveland. A student organized and performed concert took place in April, which highlighted some important pieces of

music from the collection donated in memory of Stephen Prokopoff. More than 100 students, faculty and staff attended this concert held in the Lewis Music Library.

The meeting of the Corporation Visiting Committee on the Libraries provides an opportunity to inform this important group of the Libraries plans for achieving its goal in the Campaign. Finishing out the year, The Libraries continued their participation in Tech Reunion. This year in addition to the program for the returning alumni, Families of graduating seniors who had participated in the Honor with Books program also were invited to a reception. With more than 50 guests at the reception, it was clear that this opportunity to honor their students with bookplates meant a great deal to the parents.

Printed materials continue to hold a place in the Libraries repertoire. Readers of *BiblioTech*, the Libraries' newsletter, continued to respond positively to the publication. In addition, the Council for the Advancement and Support of Education (CASE) awarded *BiblioTech* a gold medal for its design and presentation. The self-serve publications system was launched and a number of Libraries and services began to be publicized with the system. Other brochures were created more as fundraising pieces, but also helped to spread the message of the activity taking place at the MIT Libraries.

Cultivation of campus colleagues continued throughout the year. Individual meetings were scheduled with Resource Development staff who regularly meet with alumni and other prospects. In November, Ann Wolpert and MacKenzie Smith did a presentation on DSpace for the staff in Corporate Relations. This meeting initiated some important contacts, in particular, with staff who work with the HP Alliance. The ALADN Conference presented an opportunity to increase awareness of MIT Libraries with colleagues at other research Libraries. The Libraries Director of Development was a featured speaker at this conference of Development professionals from throughout North America.

*Identify and cultivate major Library prospects.* Some important new relationships with major prospects were established and others were sustained throughout FY '03. The proposal that had been presented in May 2002 was funded with a \$500,000 gift and the *E. Martin and Ethel Wunsch Conservation Laboratory* was named to recognize the gift. A private dedication of the Lab was held in October with Corporation Chairman, Alex d'Arbeloff presiding. Relationships with numerous donors were sustained – many with visits – and, as appropriate, moved closer to campaign solicitations. In the spring, a major solicitation was presented with the assistance of Pat McGovern; a decision will be made in fall 2003. Some crucial new prospects were identified.

*Streamline current development-related systems and develop new ones as needed.* Assistance with Resource Development systems from Molly Russell has been very useful this year. She has shared her knowledge of the system and ability to teach others how to use it most effectively. Jos Wanschers has used his knowledge of Library donors and his experience with administering funds to enhance the cooperation with the Alumni Association. This was particularly critical because the Honor with Books program requires the Alumni staff to process gifts in a unique way. Without Jos' persistence and collegiality with the managers, the program could have been brought to a standstill. The addition of Tony Pulsone to the staff has improved the acknowledgment of gifts tremendously. We now receive the gift reports more quickly and dependably than before and his database allows the acknowledgement letters to be processed more quickly and accurately.

At the end of FY '03, the Libraries Development staff held their first daylong retreat and review of programs. Each effort within the Resource Development area was assigned to a staff member to lead a review and discussion of possible improvements of the effort. This was even more successful than had been anticipated. All staff members were active participants in the discussions, which brought out some very creative and new ideas to address some challenges. The results of the review are being incorporated into the revised and expanded version of the Libraries Development Manual.

## **FINANCES/FUNDING**

In a year when many areas within the Institute saw a decrease in private gifts and pledges, support of the Libraries increased by 67%. A large portion of the funds came from E. Martin Wunsch. However, even the gifts to the Director's Fund for Library Excellence doubled from 2002 to 2003. Both of these examples confirm that awareness and support of the Libraries is growing.

	FY '01	FY '02	FY '03
Total gifts to the Libraries:	\$699,481	\$438,937	\$731,158
Gifts to Director's Fund	\$ 19,520	\$ 23,999	\$ 52,654

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.

As indicated previously, the Libraries primary goals for the Resource Development program continue to be:

- Reach the goal of \$20 million by the end of the Institute's Campaign.
- Build the base of private support for the Libraries to ensure contributions for the long-term and a core group of supporters for future Capital Campaigns.

**M. J. Miller**  
**Director of Development**  
**MIT Libraries**  
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