The MIT Libraries’ development effort in FY 05 continued to build upon past successes, while reaching toward new goals. The appointment of a new Director of Development and Communications, in January 2005, presented the Libraries with an opportunity to re-examine and evaluate its fundraising efforts, reposition the Libraries with a new, compelling message, and launch a more systematic development strategy.

Evaluating the Last Capital Campaign and Positioning the Libraries for the Next

MIT’s most recent capital campaign, “Campaign for MIT”, drew to a close in December 2004. The MIT Libraries’ participation in it provides a departure point from which to evaluate past fundraising efforts and plan for the future. This evaluation began informally in FY 05 and will continue throughout FY 06; it will continue to be conducted by the gathering and analysis of both quantitative and anecdotal evidence with the goal of increasing the Libraries’ fundraising capacity.

Participation in the capital campaign, for the first time in Institute history, was an act of critical importance to the Libraries. It resulted in the largest gift ever given to the Libraries by an individual, and strengthened the Libraries’ presence as a fundraising entity. Of the many things learned from this process, one element was thrown into sharp relief: the method by which individual donors are directed to the Libraries by the Institute.

On the MIT campus, the majority of prospective donors are introduced to the Libraries by leadership and principal giving officers. Further examination of this fundraising paradigm (through interviews held in spring 2005 by the Director of Development with resource development leadership and field staff) revealed a need to provide these officers with more succinct and compelling information to present to prospective donors. The need to inspire them, at all times, with a new message that describes, among other things, non-traditional and cutting-edge aspects of the Libraries, was clear. Given the fact that academic libraries have no natural constituency, they depend upon support from donors who have a pan-institution outlook and who see the value of a truly interdisciplinary organization that supports the work of the academic community. During the campaign, marketing efforts were targeted at this group, as well as the more traditional constituencies of bibliophiles and collectors; however, this marketing strategy fell short of addressing the Libraries’ greatest strengths and forward-looking goals and vision. Future efforts should stress the MIT Libraries’ role in research, especially as inventors of DSpace and one of the few academic libraries worldwide conducting original research. The story of the MIT Libraries great inventive strengths, leadership in the world of libraries, and impact upon the world of information technology must be a key element of its marketing strategy and a corner stone of any future campaign initiatives.

Work began in FY 05 to create a new message for the Libraries that will resonate with high-end donors and provide a platform for further marketing efforts both internally and externally. This must be coupled with educational opportunities for central resource development staff, the alumni association and others to become conversant in the Libraries’ new message.

A New Development Plan

In FY 05, a new development plan was created for the Libraries. The three broad goals of this plan are:

- to seek and secure major funding for the Libraries’ priorities from individuals, foundations and corporations
- to use communications as a means to reposition the Libraries (including the creation of a new message/case that resonates with high-end prospects)
• to heighten the Libraries’ visibility with internal and external constituencies; and to establish a more fully defined and tightly organized fundraising program

Other, more specific, goals include:
• to work as a team with the Office of Leadership Giving (OLG) and the Office of Principal Gifts (OPG) to identify new prospective donors and match them with complementary projects
• to create a grants schedule for foundation and government funding that effectively matches giving opportunities to prospective funders and serves as a tickler system for investigation, follow-up and results
• to expand and refine the annual giving effort for the Libraries
• to improve stewardship efforts

FY 05 Accomplishments

FY 05 has been a time of re-evaluation and re-organization in the development office. Plans were put into effect to change the half-time Development Coordinator’s position to full-time Development Officer, starting in the next fiscal year. The contractual, part-time position of Administrative Assistant was discontinued, and a strategy begun for re-distributing the work load. In addition, the Communications Coordinator’s position was changed to that of Communication’s Officer with a new, and stronger, emphasis on marketing efforts for fundraising. These changes, with the exception of the position of Communication’s Officer, were informed by an examination of past development efforts in all areas, from major gifts to foundation and annual fund support.

Major Gifts

Activity in the area of major gifts began with the process of evaluation (addressed earlier in this report). This was followed by the creation of a tracking system, to be used by the Libraries’ development office, to approach each prospect with a strategy, including action steps, resource development staff involved and timelines. The same process was established for foundations and government grants as well. The central Adonis database system has proven to be an immensely useful tool, but impossible to use for this purpose, since the Libraries do not manage their own prospects.

In the spring of FY 05, the Director of Development and Communications produced a strategy for each of the Libraries’ major gift prospects and worked with the V.P. of development and prospect managers to re-connect with prospects and plan for the future. This has resulted in the verbal commitment of a $500,000 gift to the Libraries, a pledge for a $300,000 unitrust and plans for engaging past donors with new projects and initiatives in FY 06. Other gifts received during FY 05 include a $120,000 estate gift.

Plans were also begun to identify and acquire prospects for the Libraries by creating a new message that resonates with high-end donors. The idea for this activity was presented to the Libraries’ Visiting Committee on April 14. It was very well received and dovetailed with the Committee’s desire to see fresh and exciting ideas for the creation of a new Science and Engineering Library, for which a feasibility study is currently under consideration.

The process of creating the Libraries’ new message started in FY 05. A writer and design company were brought on board (Martha Eddison and Hecht Design) to work with the Director of Development and the Communications Officer to produce a new Libraries’ message by fall/winter 2005. Information gathering for the message will include interviews with donors, prospective donors, library staff and others. These interviews, in addition to providing content for the piece, will also serve as a means to engage donors in the process and as a donor cultivation tool. The end product will most likely take the form of a brochure which can be used as a take-away piece for prospective donors. The new message will be a striking departure for the Libraries in tone and content, representing the Libraries, and ultimately, all academic libraries, in a new light.
Foundation and Government Grants

Although much is being done to encourage gifts from individuals, a new effort was begun in FY 05 to start a thriving foundation and government grants program for the Libraries. The development office began to gather and present information to members of Library Council, representatives of the Libraries’ departments, to inform them of possible grant opportunities in their areas. The Director of Development worked with curatorial staff, faculty and department heads in an advisory and participatory role and identified the need for a three to five year strategy for foundation and government agency approaches. This area is expected to see substantial growth in FY 06.

Annual Giving and Events

The MIT Libraries’ annual giving and event activities continue to provide donors at all levels with a way to support the institution in a meaningful way. Annual giving for the Libraries takes place in many ways. While funds are actively generated by the Libraries, the majority of gifts are being given by alumni through a variety of Institute-wide fundraising efforts – from department phonathons to web giving.

Evaluation of the Libraries’ annual giving efforts for cost-effectiveness and results began in FY 05 and will continue in FY 06. In spring 2005, the Development Coordinator planned and managed the annual spring appeal, experimenting with a letter-based approach instead of a brochure-based appeal. This appeal has received a strong response and, although still producing gifts, is predicted to yield the largest return of any previous appeal. Analyzing gift data is currently a cumbersome task, so the Development Coordinator and the Director of Development have begun to re-evaluate the procedures used by the Libraries for requesting and interpreting data. Other annual giving initiatives in FY 05 included: the first e-mail acknowledgement to Library donors; a special, and very successful, project conducted by the Development Coordinator and the Head of the Music Library to raise money for the Lewis Music Library; and a well-received Technology Tour for MIT Corporation spouses.

The MIT Libraries continue to be recognized for their print pieces: in FY 05 team efforts of the Development Coordinator and the Communications Officer culminated in the award of a CASE District I Gold Award and a LAMA (Library Administration and Management Association) Best of Show Award for their 2004 annual appeal brochure.

As in previous years, the Libraries most popular event continues to be Honor with Books, a program that is conducted with the Alumni Association. This event gives parents the opportunity to donate a bookplate in honor of their graduating student. A reception is held on Commencement day for parents and graduates. This event was held in FY 05 with much positive feedback from parents. In contrast to this event, the Libraries’ Tech Reunion Tours were poorly attended. This prompted the Alumni Association and Libraries’ Development Office to begin discussions of how to revise the event to ensure greater attendance. Next year’s event may be part of a class schedule for the day, thereby guaranteeing attendance. More effective use of marketing tools is also needed. One of the liveliest events of the fiscal year, held on December 7, 2004, was an Institute-wide celebration of the 200th birthday of William Barton Rogers, which drew over 700 attendees and was opened by Director of the Libraries, Ann Wolpert, and President, Susan Hockfield. This event was coordinated and lead by individuals in the Director’s Office and Archives, including both the Development Coordinator and the Communications Officer for the Libraries. As in years past, a student organized and performed concert took place in April, which highlighted several important pieces of music from the Stephen Prokopoff collection. The concert was held in the Lewis Music Library and drew a large crowd of students, faculty and others.
Communications

Communications and marketing issues for the Libraries assumed new importance in FY 05. Creation of a new message for the Libraries—a top priority—necessitated a high-level of involvement by the Communications Officer in tandem with the Director of Development and Communications. This level of activity is expected to continue throughout FY 06 as the new messaging is completed and launched, creating spin-off projects and initiatives. Another way in which communications and development worked hand-in-hand was in the creation of “sell sheets” for the Libraries. The Communications Officer has done an exemplary job of creating this piece, both in terms of design and text. The MIT Libraries were the first on campus to produce such a piece for use in donor visits. The print-on-demand piece can be customized for each donor and projects a professional and compelling image and case. These sheets have been test-marketed in face-to-face meetings with donors by both the Director of Development and Communications for the Libraries and by at least one field officer with Resource Development. The sheets were also introduced by the Director of Development and Communications to a national meeting of library development professionals (DORAL) at their annual meeting and is now posted on their web site as a resource for all member organizations. Although it is too early to determine the impact of this tool, it has been favorably received by donors and Resource Development. It will continue to be refined and utilized in conjunction with the Libraries new messaging.

During FY 05 the Communications Officer continued to produce publications and marketing collateral for a variety of purposes, ranging from development pieces, such as BiblioTech (twice a year), to postcards, posters, brochures and templates for a wide-range of projects across the Libraries. She continued to serve as the Libraries’ liaison to campus communications colleagues, and generated public relations materials as necessary. The Communications Officer also worked with the media to garner publicity and media coverage for the Libraries. This resulted in articles in the following publications: Tech Talk, MIT Home Page, Graduate Student News, IS&T Newsletter, Ed Tech Times, American Libraries, The Tech, Chronicle of Higher Education, Technology Review, IEEE Spectrum, and the Digital Libraries Federation Newsletter.

Finances/Funding

A comparison of totals gifts between FY 03 and FY 04 is reflective of many factors: a decline in giving toward the end of the capital campaign; a $500,000 gift received in FY 03; and the absence of a Director of Development and Communications. Giving to the Libraries more than doubled from FY 04 to FY 05, indicating heightened awareness of the Libraries and an increase in fundraising activity.

<table>
<thead>
<tr>
<th></th>
<th>FY 03</th>
<th>FY 04</th>
<th>FY 05</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total gifts to the Libraries</td>
<td>$731,158</td>
<td>$182,344</td>
<td>$378,916</td>
</tr>
<tr>
<td>Gifts to Director’s Fund</td>
<td>$52,654</td>
<td>$28,778</td>
<td>$34,243</td>
</tr>
</tbody>
</table>

Future Plans

The MIT Libraries development program will continue to evaluate its programs and ready itself for a new capital campaign. Of paramount importance to the Libraries is the creation of a new message that will resonate with high-end donors and aid the Institute in increasing the Libraries’ prospect base.

The Libraries new Development Plan will serve as a guide for the Resource Development program in FY 06, underscoring the importance of its goals:

- to seek and secure major funding for the Libraries’ priorities
- to use communications as a means to reposition the Libraries
- to heighten the Libraries’ visibility with internal and external constituencies; and to establish a more fully defined and tightly organized fundraising program

Sharon J. Stanczak
Director of Development & Communications