Fiscal Year 2008 was an important growth year for the Libraries’ Office of Development and Communications. In the realm of development the Libraries made significant progress in building a strong foundation for future principal gifts activity. This groundwork is critical to the Libraries’ success in the Institute’s next capital campaign in which principal gifts would play a primary role. Resource Development activities of the Libraries continue to be distinguished by a collaborative style and proactive approach to donor engagement, as well as work with key internal constituencies such as the staff of the Libraries, the central offices of Resource Development (RD) and the Alumni Association (AA). The office has a staff of four: a Director of Development (DOD), a Development Officer (DO), a Communications Officer (CO), and a part-time Development Assistant (DA).

The Office continues to place special emphasis on the importance of educating Central RD and the AA, as well as donors and prospective donors, about the needs and priorities of the Libraries. Given the interdisciplinary nature of the Libraries, as well as the tremendous growth of new information technologies and services, keeping abreast of the organization’s most current and urgent needs is an ongoing challenge. Since the Libraries’ priorities are reflective and supportive of Institute priorities, the emergence of complex and often large-scale projects, such as a proposed Bioinformatics Common or a Center for Digital Permanence, require the Office to work effectively with content providers, leadership of the Libraries and program strategists. Communications plays an increasingly significant role in the Office’s ability to effectively describe, promote and disseminate information about these and other projects to our community. Of equal importance in the realm of communications is the ability to address non-development oriented initiatives. In FY08 important strides were made in working with staff to determine how best to promote library resources and services to students and faculty.

The Libraries’ fundraising results for FY08 reflect a marked increase in planned gifts, a steady influx of major gifts, notable growth in the area of annual giving, and a focus on the cultivation of future major and principal gifts. The Libraries raised over $1,046,368 this academic year for a variety of purposes, ranging from an endowment for science fiction to a planned gift that will one day establish a fund for library innovation.

FINANCES/FUNDING

The MIT Libraries raised over $1,046,368 in FY08. This includes a total of $594,536 designated in life income gifts.

<table>
<thead>
<tr>
<th></th>
<th>FY06</th>
<th>FY07</th>
<th>FY08</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total gifts to the Libraries</td>
<td>$3,459,814</td>
<td>$2,147,000</td>
<td>$1,046,368</td>
</tr>
</tbody>
</table>
**Major Gifts**

FY08 was a year of active collaboration and planning to further high-level donor activities for the Libraries and across the Institute. The Libraries participated in pre-launch Campaign for Students Cultivation Events in Boston, New Jersey, and Palm Beach; two of these events were hosted by members of the Libraries’ Visiting Committee. Active participation in the development process also took place on campus via strategy sessions and consultations with individual development officers, school development officers and deans, as well as in group venues, such as meetings of the Office of Philanthropic Partnerships and the Office of Leadership Giving. This participation affords the Libraries the opportunity to provide continuous updates to front-line fundraisers about our priorities, projects and events. They also allow for on-going networking, sharing of ideas across schools and units, and the chance to identify and acquire prospective donors. Donors to the Libraries are often highly engaged in other campus priorities as well, contributing on a major level to many important Institute priorities.

The Office participated in and/or implemented a large array of major gift fundraising activities in FY08. This included intensive planning for two priority projects currently in formation: a Bioinformatics Commons and a Center for Digital Permanence. In relation to the Bioinformatics Common, the DOD worked closely with Steering Committee, the co-heads of the Engineering Library and hand-in-hand with the Bioinformatics Librarian to begin to define the project in terms of giving opportunities and overall fundraising potential and strategy. Significant progress was also made on a proposal for the Center for Digital Permanence, a $25M project which will fall under the auspices of the Digital Library Research Group.

The Office of Development and Communication continues to work actively with the staff of Central RD—the Libraries’ principal link to prospective donors. As in previous years, engaging this group has been at the heart of the Libraries’ development activity. These engagement efforts consist of a wide range of outreach activities including: informational/introductory meetings with new field officers and administrative leadership, utilization of communications tools, and donor visits conducted jointly by central development staff together with the Libraries’ DOD and leadership of the Libraries.

The Libraries’ FY08 totals reflect a number of major gifts, representing new areas of concentration for the Libraries. A total of $1,046,368 was raised during the fiscal year through outright, endowed, annual and life income gifts. Annual giving totals reached over $167,000—a banner year. Other gifts include a $50,000 endowment for the Libraries first science fiction fund, a $208,000 unitrust for the sciences and a $104,000 unitrust, which will eventually result in the Libraries’ first named endowment for Library Innovation.

**Foundation and Government Relations**

The Libraries made great strides in FY08 toward their goal of building a more robust grants agenda. The DOD continued to transition foundation and government grant responsibilities to the Office’s DO. This transition has resulted in an opportunity to develop and expand the Libraries’ expertise in this important area.

Highlights of the Foundation and Government Relations Activities:

- The DO and the DOD were members of a working group that crafted a proposal to preserve the collection of the late MIT professor and noted linguist, Kenneth Hale. This proposal expands and elaborates on an earlier proposal that was unsuccessfully submitted to the National Historic
Preservation and Record Commission. The new proposal is now part of the Libraries’ giving opportunities and was featured in the Libraries’ newsletter BiblioTech where it received interest from potential donors.

- In collaboration with the Institute Archives and the Preservation Department both an interim and a final report were prepared for the grant from the Fred J. Brotherton Charitable Foundation to produce an electronic finding aid and preserve 100 papers from the manuscript collection of MIT’s founder, William Barton Rogers.

- The DO assisted with formatting, editing of a pre-proposal submitted to the National Science Foundation under the tutelage of the Libraries’ Associate Director for Technology. Funding for the grant proposal was not received in the spring funding cycle. A revised proposal will be submitted in the fall.

- A proposal was submitted to the Gladys Brooks Foundation to request funding for technology for the Dewey Library. This funding would allow the Libraries to outfit a new 24-hour study space and a number of group study rooms in the soon-to-be renovated Dewey Library with some of the latest innovative technologies.

- The DOD and DO continued their conversations and collaborative effort with staff from MIT’s Office of Foundations Relations to make them aware of library needs and to discuss approaching foundations with library funding opportunities.

**Annual Giving and Events**

Following upon a FY07 comprehensive analysis of the Annual Giving program by the DO, significant changes were made to annual giving activities in FY08. The most critical change was made in the kind of interactions that the DO conducted with donors. A concerted effort was made to move the stress of the program away from mailings and toward face-to-face solicitations with high-end annual donors. With mentorship from the DOD, the DO conducted a number of personal visits for cultivation, stewardship and solicitation purposes, resulting in demonstrable growth; two major gifts are pending from this face-to-face activity. Overall annual support of the Libraries remained strong in FY08 leading to another record-breaking year with gifts totaling over $167,000.

The Libraries conducted several major events in FY08. The Honor with Books (HWB) program was conducted for the 7\(^{th}\) time. The annual reception to honor parents and students who participated in the program was held again on the day before Commencement, June 5. The program had been extended last year to include not only parents of seniors but also all undergraduate students and was not as successful as was hoped for. This year only parents of seniors were solicited again. It resulted in a total of $4,900 being raised. The Libraries and the Parents Association are discussing new ways to attract parents’ support for the MIT Libraries, making it less labor intensive for the Libraries’ staff and more successful as a fundraising event.

A tour and visit for the Council for the Arts in October 2007 welcomed members of the council to the Libraries for a special tour of the E. Martin and Ethel Wunsch Conservation Laboratory.

A very successful campus-wide event was held to celebrate the opening of the Maihaugen Gallery, the newly constructed exhibit space for Special Collections. The two lead donors to the Gallery were both on hand to help celebrate this momentous occasion. Both the President of MIT and the Chairman of the Corporation were among the guests.
The Development staff has continued to cultivate relationships with AA staff. Meetings were held with the AA’s Regional Club Program staff, the Reunion Giving staff as well as the Annual Leadership Giving staff. The Libraries received some additional assistance from the AA this year as the annual appeal letter was written for the first time this year by its staff. Also, for the first time the appeal letter was mailed in the fall instead of spring. November is now the approved timeslot for the appeal on the Institute’s annual solicitation schedule.

The DO worked with the AA to develop a new online giving form, which makes giving to the Libraries’ unrestricted annual fund or any other Libraries’ fund an easier process. The DO also coordinated a general FY-end email solicitation to lapsed donors of the last five years and followed up with personal letters to some high-level lapsed Annual Fund donors. This resulted in several regained lapsed donors.

COMMUNICATIONS

The MIT Libraries’ communications program serves a vital role in promoting the Libraries to the MIT community and beyond. In FY08, the CO continued to work with key library and Institute staff to plan, coordinate, and implement communications strategies for educating students, faculty and staff as well as donors and MIT alumni about the Libraries’ resources, services, initiatives, and accomplishments.

The CO serves the Libraries in both a strategic marketing and public relations capacity. In a strategic marketing role, she collaborates across all library units to broadly promote the Libraries’ brand and to initiate advertising and promotional efforts in conjunction with the launch of new services and resources or the promotion of existing ones. She also works to strengthen the Libraries brand by further unifying the look & feel of Libraries communications materials. And she works closely with the DOD and DO to provide materials and publicity to promote giving opportunities and announcements of major grants and gifts.

In FY08 she led a number of projects that resulted in greater visibility for the Libraries through improved or new communications materials. She identified the need for improvements to the Lewis Music Library newsletter, instituted changes to the Libraries’ traditional holiday mailing, and managed a re-design of the Libraries’ events banner. The re-design of the music library’s newsletter, What’s the Score? resulted in a more visually appealing, professional looking piece that will be mailed to an expanded audience of potential donors. The newly created calendar replaced the traditional holiday card mailing. It was well received by MIT faculty and administration, as well as MIT Libraries’ friends and donors and served a dual role as a promotional piece for the Libraries’ new Maihaugen Gallery. The re-design of a new 7’x7’ banner replaced an outdated banner. The banner will be used widely by library staff at campus events, such as Campus Preview Weekend and Orientation and other outreach events.

During FY08 the CO also continued to lead a campus-wide advertising campaign to promote library services to undergraduates. Working with a group of library staff, the Libraries’ Puzzle Challenge was launched in the fall and continued through the spring term. Puzzle ads were placed in The Tech, large banners were hung in Lobby 7, and flyers were distributed at service desks. The campaign was recognized by many students, and received high-visibility as a spotlight on the MIT home page. The successful campaign brought greater visibility, and garnered student good will through a unique and engaging contest.

In a public relations role, the CO is a media spokesperson and writer for the Libraries. She is in constant contact with communications colleagues from across the Institute and is always seeking opportunities to promote the Libraries in print and on the web through MIT media venues. In FY08 she played a key role in a nationwide press release announcing the formation of the new DSpace Foundation. She also worked
closely with Archives and Conservation staff for several months on the planning, preparation and promotion of the inaugural exhibit in the Maihaugen Gallery. She publicized the opening extensively on campus with articles in Tech Talk, BiblioTech, posters, slideshows, the news blog, and the MIT home page and events page. She also created a web site for the new gallery. Her efforts resulted in a high turnout for the event. The CO will continue to serve on the Libraries’ exhibit committee to help with the planning and promotion of future exhibits.

The CO also works hand-in-hand with the DOD and colleagues in Communications and Donor Relations to promote the Libraries’ fundraising priorities. In FY08 she wrote several articles about Libraries’ donors and giving opportunities that were featured in BiblioTech and on the web. Her efforts in this area will continue to be key to the Libraries’ presence in the Campaign for Students and into the next Campaign.

FUTURE PLANS

On-going collaborative work between the Libraries’ Office of Development and Communications, Central RD and the AA is vital to the Libraries continued growth and success in the area of development. Future plans call for an increase in activity with individual prospects and donors and a greater number of face-to-face visits with prospective donors. Of equal importance is the completion of planning for new, innovative projects, such as the Center for Digital Permanence and the Bioinformatics Commons, taking these projects from the stage of planning to active fundraising and giving them a place in the next Campaign. With the October 2008 launch of the Campaign for Students, the Libraries must continue to work with Campaign leadership to maintain presence and activity through 2011. As in previous years, education and outreach to internal and external stakeholders about the Libraries’ development and communications efforts will be a central part of everyday operations. Future plans for Communications include the creation of a much needed digital photo archive, the development of marketing materials for new initiatives and plethora of activities, ranging from a suite of promotional materials for the Libraries’ public services to the planning and promotion of new exhibits for the Maihaugen Gallery.

Sharon J. Stanczak
Director of Development & Communications