

## **Vice President for Resource Development**

[Resource Development](#) continued to make significant progress in building an enhanced development team and fundraising effort, reporting the following results in FY2014:

- Cash gifts and the fair market value of noncash gifts totaled \$382.4 million.
- New gifts and pledges totaled \$458 million, up \$112 million from last year and the third-highest year on record.

New gifts comprise cash and the fair market value of noncash gifts received in full during the year, while pledges may be paid over the course of more than one year.

To make appropriate comparisons—and in keeping with the reporting practices of other units at the Institute—support designated to the Broad Institute in prior years is omitted. The total of \$382.4 million also does not include the \$12.1 million in unrestricted support from Industrial Liaison Program members. Cash gifts and the fair market value of noncash gifts for FY2014 compare with:

- \$418.2 million in 2013
- \$387.9 million in 2012
- \$547.9 million in 2011
- \$312.6 million in 2010

These achievements have been realized through the active partnership of faculty, administrators, and volunteers in the critically important work of institutional development. Of particular note is the effective partnership recently established with the Institute's new chancellor for academic advancement and our support of his work to develop the priorities and initiatives around which the Campaign from MIT will be based. Over the past year, leading up to the FY2015 public launch of the campaign, Resource Development strengthened collaborations with the MIT Alumni Association and the School Development Offices by creating a set of working groups to advance key needs and goals in the campaign, leading efforts to codify prospect management policies and practices, and providing strategic direction and advice to new development colleagues across the Institute, to name a few examples. FY2014 was by all counts a productive and successful year; nevertheless, the organization looks forward to the appointment of a new vice president for resource development in the coming year.

**David A. Woodruff**  
**Associate Vice President and Chief Operating Officer**

## Office of Philanthropic Partnerships

The Office of Philanthropic Partnerships (OPP) was created in 2008 to coordinate and lead MIT's principal gifts program. The office, which includes the Office of Global Initiatives, nurtures the Institute's relationships with its most generous individual donors and cultivates and engages potential donors from around the globe who have the capacity to contribute \$5 million or more.

OPP ensures that the Institute's relationships with top donors are managed thoughtfully, with care and coordination with many Institute partners. Among its responsibilities, OPP develops and manages MIT president Rafael Reif's resource development travel, calendar, and strategy for selected donor meetings; manages the MIT Corporation Partners Program; and works closely with colleagues to identify new MIT Corporation members and Institute volunteers. OPP is deeply engaged in the planning and strategy for the Campaign from MIT. Focus areas in FY2014 were securing additional commitments to the Campaign Nucleus Fund, outlining and implementing solicitation plans for the Executive Committee and the MIT Corporation, and crafting a donor portfolio for President Reif. This work resulted in FY2014 campaign commitments from several MIT Executive Committee and Corporation members.

Throughout FY2014, OPP staff worked to close several gifts that had been under active negotiation during the year. This resulted in new gifts and new pledges totaling \$219.1 million. OPP reviewed and implemented solicitation plans for prospects capable of making gifts of \$5 million or more and worked in close partnership with representation and leadership from across the Institute to grow the transformative and principal gift prospect pool and develop donor pipelines for major campaign initiatives. Efforts included identification and implementation of opportunities for the alignment of these priority areas with the interests of new non-alumni, ultra-high-net-worth individuals.

Internationally, OPP celebrated the largest gift ever (\$7 million) to MIT from an individual in mainland China. Through a focus on cultivating untapped global markets and engaging newly identified billionaires with no prior affiliation with MIT, the OPP team made significant progress in Latin America, building momentum for the first visit to Mexico by a sitting MIT president in more than 10 years. In addition, OPP planned and executed MIT's participation in the 2014 World Economic Forum annual meeting in Davos, Switzerland, establishing and advancing connections with prospective individual donors.

In collaboration with colleagues, faculty, and Institute leaders, OPP achieved the following results in FY2014:

- Seven gifts of \$5 million or more, totaling \$148 million
- Five presidential consultative events for development of campaign themes
- 11 presidential trips for Resource Development (eight domestic and three international)
- 127 individual presidential prospect and donor meetings

- 55 strategic presidential Resource Development events
- 719 donor, prospect, and foundation meetings and telephone calls and coordination of 32 government, academic, and industry meetings and phone calls

**Arundhati (Tuli) Banerjee**  
Senior Director, Global Initiatives

**Richard MacMillan**  
Senior Director, Philanthropic Advising

### **Office of Leadership Giving**

The Office of Leadership Giving (OLG) cultivates and stewards individual alumni and friends capable of making gifts primarily in the range of \$100,000 to \$5 million. OLG works with other offices in Resource Development, the MIT Alumni Association, the Office of the President, and the Office of the Chairman of the Corporation, as well as deans, department heads, and volunteers from across the country, in particular Corporation Development Committee members. OLG staffs a large number of one-on-one visits between senior Institute leaders and important alumni prospects and donors. Relationship managers also drive a great deal of one-on-one contact with alumni and parent prospects, a core responsibility of the team.

To prepare for the public phase of the Campaign from MIT, the group continued to focus on:

- Prospects: maximizing the potential of the prospect pool
- Systems: developing supporting business practices
- Talent management: developing a high-performance team

Emphasis was placed on enhancing and building stronger business processes and systems to ensure a continued focus on collaborating with ultra-high-net-worth individuals in philanthropic engagements with MIT.

As Resource Development has become more deliberate and strategic in building a sustainable business model, professional development and training have been more formally integrated to prepare OLG staff for FY2015 and beyond. This has included the launch of quarterly training sessions and the development and publication of the FY2015 Planning Materials & Reference booklet. During the past year, systematic training sessions for staff in key policy and content areas were held, including cross training with the leadership annual giving team in the MIT Alumni Association, to enhance alignment among revenue drivers. In addition, eight new staff members were added to the team. OLG had very low turnover in frontline fundraising staff (relationship managers), which is critical for sustained growth in fundraising results in the years ahead.

In FY2014, OLG officers raised \$56 million in new gifts and pledges, against a fiscal year goal of \$50 million and a \$33 million average annual rate for the past four fiscal years. Of the 2,271 visits that took place, 881 were categorized as “qualification” visits, that is, first-time conversations with newly identified alumni/parents or friends of the Institute.

These targets were achieved through a strong focus on pipeline management, effective management of major gift portfolios, the introduction and tracking of a “top 25” philosophy, and other performance goals established for the year. OLG was also able to better customize relationship manager workflows to specific performance metrics, which enhanced alumni and parent engagement and, ultimately, financial support for MIT.

Overall, OLG exceeded its dollar goal by retaining its focus on quality and purposeful visits, events, and solicitations. The team deepened its collaborations with Resource Development, the MIT Alumni Association, and the School Development Offices and further aligned joint business processes. Comprehensive staff performance reviews were executed and strategic hiring, onboarding, and training continued. Finally, OLG undertook a more nuanced examination of the prospect pool/pipeline and patterns of activity in order to inform resource allocation.

Highlights from FY2014 include the following:

- The OLG fundraising total of \$56 million in new gifts and new pledges represents 12% of MIT's FY2014 gift total and \$2.4 million raised per fundraising officer (\$1.4 million per team staff person).
- By the end of F2014, there were 3,682 managed prospects, an increase of 20% over the prior fiscal year.
- In addition to the 2,271 visits orchestrated with OLG staff involvement, the office spearheaded 39 events targeting key segments of alumni and parent populations with senior officers including President Reif; chancellor Eric Grimson; MIT Corporation chairman John Reed; vice president for research Maria Zuber; deans Marc Kastner, Michael Sipser, and Ian Waitz; and professors Sanjay Sarma, Vladimir Bulović, and Fiona Murray.
- Non-alumni parent giving totaled \$4.6 million, a 99% increase over FY2013 (uncapped dollars).
- OLG reintroduced the Campus Visit Program and West Coast Technology Breakfast and piloted the Student Caller Program with the MIT Alumni Association, focusing efforts on newly identified prospects who have been difficult to engage.

**Mike McNally**  
Executive Director, Individual Giving

### **Office of Gift Planning**

The Office of Gift Planning (OGP) engages donors in estate planning conversations involving gifts of complex assets as well as life income gifts, including charitable remainder trusts, charitable gift annuities, and pooled income funds. OGP also works with donors and their advisors on structuring testamentary gifts through wills, living trusts, and designations in qualified retirement plans. OGP supports the work of OLG and OPP, the Alumni Association, the five schools, and departments, centers, institutes, and various arts organizations throughout the MIT campus.

During FY2014, Resource Development devoted significant effort to rebuilding and restructuring the OGP function. A new strategic plan was developed, and a focused hiring effort was undertaken to fill open frontline positions. An expanded advisory role for gift planners was developed, encouraging the involvement of gift planning early in all gift strategy sessions and conversations with donors. During the year, OGP produced gift planning examples, proposals, and letters for its frontline colleagues and offered training sessions to frontline staff across the Institute. Additionally, OGP provided training to volunteers in the 40th, 45th, 50th, and 55th reunion classes. OGP launched a series of new print and electronic marketing initiatives while continuing to host successful donor events in Massachusetts, Maryland, and Virginia. OGP collaborated with the Katharine Dexter McCormick Society (a recognition society for donors who have made provisions for gifts in their estate plans) on its largest-ever annual event.

Life income gifts and estate gifts provide funding for scholarships, fellowships, research, professorships, the MIT Libraries, and general needs. In FY2014, OGP secured over \$12 million in new life income gifts, and the Institute realized more than \$9 million in probated estate gifts.

**Barbara E. Pitts**  
**Executive Director, Office of Gift Planning, and Senior Philanthropic Advisor**

### **Campaign Office**

The Campaign from MIT requires a highly integrated approach to fundraising and development, with staff and volunteers throughout Resource Development, the Alumni Association, and the schools collaborating at the highest levels. The Campaign Office is the steward of that process; it provides vision, coordination, and accountability to senior management, academic leadership, foremost benefactors, lead volunteers, and other constituencies.

At the December 2013 meeting of the MIT Corporation, President Reif introduced Phillip T. (“Terry”) Ragon ‘72 and Carmen Thain ‘78 as the co-chairs of the Campaign from MIT and announced that Cynthia and John Reed ‘61 have agreed to serve as honorary chairs. Conceptualization of the Campaign Executive Committee this year signaled completion of the campaign’s volunteer structure. During this private phase of the campaign, the Campaign Office organized a series of events designed to allow President Reif to share his vision and articulate core needs for the future of MIT and to consult with top donors and volunteers worldwide on fundraising strategies for these needs.

During the year, the Campaign Office drafted a strategic plan outlining the context, goals, specific needs, and fundraising strategies for the campaign and partnered with deans, faculty leaders, and MIT’s new chancellor for academic advancement to establish giving and naming levels for key Institute initiatives, department and school priorities, and capital and building projects. Efforts directed to specific initiatives included establishment of a working group to develop a pipeline, produce multimedia collateral, and identify naming opportunities for MIT.nano; creation of a fundraising plan for the 100-year-old iconic Main Group buildings; and development of communication materials and naming opportunities for Building E52. The new analytics team worked

closely with the Resource Development Information Technology group to complete fundraising capacity analyses for several of the schools, develop a campaign dashboard, and leverage new technology for improved development and delivery of reports from the upgraded alumni and donor database system.

The Corporation Development Committee (CDC)—the Institute's permanent standing volunteer fundraising organization—was particularly active in fundraising and volunteer recruitment. The Campaign Office played a key role in providing the knowledge and inspiration to advance CDC members' outreach domestically and internationally. In addition to hosting CDC's annual meeting on campus, CDC staff executed a particularly busy year of regional strategy meetings in New York, northern and southern California, the mid-Atlantic, Florida, and New England and submitted 10 candidates for CDC membership to the chairman and the Corporation Membership Committee.

The Prospect Research and Management group focused on providing business intelligence and analysis about known donors and finding new prospective supporters for MIT through its three teams: Prospect Management, Prospect ID, and Prospect Research. The teams provided training on prospect management tools and policies to new fundraising staff, produced donor profiles and briefings for an increased number of senior officer fundraising meetings, and identified, screened, rated, and prioritized both new and revived prospects to develop a robust pipeline for fundraisers. A new prospect management policy developed during the year documented guiding principles and identified work processes to ensure strong collaboration and vital communication across the fundraising enterprise. The policy promotes a systems-based process that ensures consistency in defining what a prospect is, what stage the prospect is in, and actions the fundraisers are responsible for taking.

Significant effort was made to brief senior officers in advance of meetings with philanthropists, with 1,216 detailed reports prepared in FY2014, a 21% increase from the prior year. Prospect identification efforts, critical at this phase of the campaign, were ramped up. A total of 1,807 prospective donors were evaluated this year (a 27% increase over FY2013) and 863 new major gift prospects were identified, about on par with the previous fiscal year.

As of June 30, the campaign nucleus fund had passed the \$1.86 billion mark, and a robust pipeline of planned solicitations had been delineated.

**David A. Woodruff**  
Associate Vice President and Chief Operating Officer

### **Office of Foundation Relations**

The Office of Foundation Relations (OFR) engages independent foundations to maximize their support for the Institute. OFR staff work to identify foundation opportunities for Institute initiatives, centers, programs, and projects and develop strategies for successful approaches. OFR works in collaboration with other offices in Resource Development, school- and department-based development officers and

other administrative staff, the offices of the president and other senior leaders, faculty across the five schools, the Office of Corporate Relations (OCR), the Office of Sponsored Programs, the Technology Licensing Office, and other units across campus to advance these efforts. OFR staff organize visits to campus by foundation representatives; attend meetings with foundation heads; work closely with faculty members and others to develop strategies and proposals; serve as relationship managers for a broad set of foundations, including developing and maintaining relationships with program officers; facilitate faculty-foundation interactions; steward foundation support; identify and engage new foundations; conduct research on foundation prospects; and keep current on trends in the field.

During FY2014, the office increased in size to 13 staff members, with six positions (in addition to the director) focused primarily on frontline fundraising. OFR staff facilitated more than 160 meetings with foundation representatives in FY2014, 37 involving senior officers or deans.

Of the \$106.7 million in new gifts and pledges from foundations in FY2014, OFR staff were directly involved in securing \$24.3 million, from 56 new awards. Overall, the office's fundraising represented 22% of total foundation support to MIT in FY2014. Of the OFR total, six new gifts or pledges were \$1 million or above (for a total of \$17.7 million), and 20 were between \$100,000 and \$999,000 (for a total of \$5.4 million). (In addition, OFR staff helped to secure three new foundation awards totaling \$1.9 million that were not counted as gift revenue.)

New and continued foundation support was achieved with OFR involvement for a wide range of initiatives, school priorities, and faculty projects, including undergraduate scholarships, graduate fellowships, the Community Innovators Lab, the Abdul Latif Jameel Poverty Action Lab, the Media Laboratory, the Koch Institute for Integrative Cancer Research, the Initiative on the Digital Economy, and more.

**Lindley Huey**  
Executive Director, Foundation Relations

### **Communications, Events, and Stewardship**

The Office of Communications, Events, and Donor Relations and Stewardship (CEDRS) supports Resource Development, MIT's five schools, and the Office of the President in the important work of cultivating and engaging prospects. Once prospects have become donors, CEDRS provides these donors the highest quality stewardship. CEDRS's work ranges from broad messaging to highly tailored individual engagement and stewardship strategies.

FY2014 was an especially important year as the Institute moved closer to the public launch of the Campaign from MIT. Key accomplishments are described below.

CEDRS supported the president's campaign messaging through the organization of consultative gatherings with top donors and close friends in domestic and international locations, where the president shared emerging campaign themes and priorities.

The team also assisted with domestic and international travel and events where the president spoke to MIT alumni groups as well as smaller donor groups. The presidential messaging effort included the production of a video for the president's use, a campaign-framing book, and an overview piece titled *101 Gifts from MIT to the World*.

Early in FY2014, Resource Development contracted for the services of a branding agency, The Brand Union, to assist with the market research and creative development of both an identity and messaging for the campaign. Six concepts were distilled to two strong finalists, and, with the approval of the Corporation chairman and the president, the final concept will be revealed upon the public launch of the campaign.

Resource Development also contracted for the services of Events Inc. to assist with creative development and logistical planning related to the public event that will launch the campaign. Launch planning included staffing an ad hoc faculty and student work group charged by President Reif with brainstorming ideas for the event; the group was led by Anantha Chandrakasan, head of the Department of Electrical Engineering and Computer Science. A preliminary plan is in place as of this writing and will be presented to the senior administration for feedback.

During the past year, the Communications team introduced several important new products to ensure effective internal communication among Resource Development, the schools, and the MIT Alumni Association. Because the MIT fundraising organization has grown substantially in terms of number of employees, coordinated communications have been particularly important. In January the Communications team introduced the Campaign Toolkit, an online go-to source for all types of fundraising information. At the same time broad "push" email updates were introduced (one per week related to the campaign, the Alumni Association, the schools, and finance/operations), which drive employees back to the toolkit for more information.

In addition to the above campaign-focused work, the office maintained its ongoing support to clients within Resource Development and across the Institute. While individual projects in such areas as events, design, and donor relations are too numerous to mention here, the following serve as highlights:

- In support of fundraising and communication needs related to MIT.nano, the Communications team collaborated with the MIT.nano working group to develop a comprehensive brochure, related printables, and an FAQ piece.
- In support of scholarship funding as one of the campaign's and the Institute's highest priorities, a case brochure was developed along with an FAQ and templated proposal. Similar communications products were developed for professorships and fellowships.
- In support of the campaign's cultivation of rated prospects, the Events team, in collaboration with the Office of Leadership Giving, reinstated the Campus Visit Program, which is designed to engage fundraising prospects with the Institute through a two-day immersive experience.

During the past year, CEDRS grew to be an office of 30 employees serving fundraising-related communications needs both within Resource Development and throughout the Institute.

**Kate Eastment**

**Director, Stewardship and Donor Relations**

**Office of the Recording Secretary**

The Office of the Recording Secretary (ORS) receives gifts on behalf of the Institute and provides expertise and consultation on gift policies and procedures. The office prepares tax receipts, deposits gifts, and provides the official recordkeeping of pledges and gifts of cash, securities, mutual funds, and gifts in kind. In addition, ORS ensures the maintenance, safekeeping, and accessibility of permanent records of gifts, including original documentation of gift memoranda, gift agreements, pledges, trust instruments, and other legal documents associated with gifts. The office has oversight of the approval, creation, and maintenance of all endowed funds and works with senior representatives of the Institute to formulate policy and implement established guidelines.

In FY2014, ORS and the gift records office of the MIT Alumni Association recorded 74,579 gift transactions, an increase in volume of 12% over the prior year. The total dollar volume of transactions processed in FY2014 decreased 9% from the dollar volume processed in FY2013. ORS was responsible for transactions representing 96% of the revenue and approximately one quarter (23%) of the transactional volume for the Institute. There was a 48% increase in domestic and international gifts made by wire. The volume of gifts of securities decreased by 10%, while the number of gifts by check remained steady. Credit card transactions processed by the Alumni Association increased by 19%, with an increase in dollars of 15%.

ORS achieved the full integration of two new positions, the gift operations coordinator and the gift operations assistant. The unit also worked more closely in the past year with the MIT Investment Management Company (MITIMCo) to perform due diligence in acceptance of gifts of illiquid assets.

The Gift Policy Committee, chaired by the recording secretary and composed of senior members of Resource Development, the Office of the Executive Vice President and Treasurer, the Office of the General Counsel, the Office of the Vice President for Finance (VPF), the Office of the Provost, and the Office of Major Agreements, convened five times in FY2014. Topics considered by the committee included the establishment of a UK dual qualified charity, minimum naming levels for campaign endowment categories (e.g., professorships, fellowships, and scholarships), and further development of policies and processes for space naming opportunities on campus.

The recording secretary served as a member of the International Coordination Committee, whose purpose is to strengthen the support provided by the Institute's administrative offices for MIT's international activities.

ORS continued its educational programs for Resource Development field staff, the Alumni Association, and school development officers, offering such topics as a review of the mechanics of giving in preparation for the calendar year end, MIT's endowment, and the policies and procedures surrounding gifts of illiquid assets.

**Elizabeth M. Ogar**  
Executive Director, Gift Administration, and Recording Secretary

### **Information Technology**

The Resource Development-Information Technology (RD-IT) team provides technical management and maintenance of its central database and related systems, services, and support to the Resource Development staff, as well as significant services and support to other development organizations at MIT and constituencies requiring access to donor and alumni information.

The special focus of FY2014 was the rollout of the new Advance Web interface for the alumni and donor database information system used by Resource Development, the schools, and non-development offices across the Institute. With a modernized web interface and more flexible reporting capabilities, the new system improves access to information among staff members engaged in development and fundraising.

During FY2014, the RD-IT group was involved in numerous activities related to organization and preparation for the campaign. Highlights include building the infrastructure for a secure internal "toolkit" that facilitates the dissemination of critical information and resources to the greater development organization across MIT. The team partnered with the Prospect Management group to implement their new pipeline and prospect management policy and continued work integrating the Alumni Association's annual leadership gift program into the existing Resource Development prospect management system. The new Advance system required numerous programming modifications to integrate campaign priorities, opportunities, commitments, and transactions into its data tables, as well as development of a custom tracking system for the presidential acknowledgment process. RD-IT released an enhanced events database and provided user training for all administrative assistants in central and school development operations that organize development events. In addition, RD-IT partnered closely with the new Campaign Office analytics team to improve development and delivery of fundraising status reports, with particular emphasis on a campaign dashboard for senior officers of the Institute.

During the year, 51 new staff joined Resource Development and accordingly needed equipment, training, and follow-up support in systems, software, and Advance system use. The RD-IT teams served more than 400 clients within Resource Development and throughout the Institute, fulfilling more than 1,650 requests to the programming staff, conducting 158 training sessions, and resolving about 10,000 requests by email and phone to RDCompHelp, Resource Development's computer support telephone and email hotline.

In an effort to better serve the growing client base within Resource Development and beyond, RD-IT reorganized into four functional areas: Infrastructure/RDCompHelp, Web Development, Programming Services, and Business Analysis and Training. This new management structure has improved communication, project management, and work prioritization, helping address increased needs for programming, provision of data services to external systems, and desktop support for RD-IT's growing client base.

**William J. Fitzgerald**  
Executive Director, Finance, Operations, and Systems

### **Finance and Operations**

The Finance and Operations (F&O) team supports all program areas within Resource Development and the MIT Alumni Association related to strategic allocation and management of financial resources, budget reporting and analysis, administrative operations, and facilities management. During FY2014, the F&O team continued to provide responsive and effective service to departments, emphasizing collaborative planning and teamwork to meet their goals.

In response to a charge from the executive vice president and treasurer, the team convened a working group of staff from the Budget Office, the Recording Secretary's Office, and Resource Development teams to propose a framework for decreasing pressure on the General Institute Budget through the gift stream. Work will continue on this project into FY2015 as potential sources of budget relief are balanced against academic funding needs and campaign giving priorities.

In collaboration with Resource Development's human resources team, F&O finalized and released the W98 Emergency Preparedness Plan, comprising a comprehensive update of floor-by-floor evacuation and shelter-in-place plans, training of building occupants, distribution of a communication plan, and assignment of emergency leadership roles.

During the year, F&O staff participated in ongoing discussions with the MIT Tax Office and other VPF staff on several tax issues, including use of MIT's tax-exempt identification number by regional alumni clubs and the taxability of alumni travel program revenue as unrelated business income.

The team continued implementation of the W98 space utilization plan to accommodate newly hired staff and co-locate campaign-imperative teams. Key to this effort was coordinating the space renovation and move of the Office of Corporate Relations to rental space at One Main Street. In concert with this move, financial and administrative authorizations for OCR were transitioned under the auspices of the Office of the Provost.

**William J. Fitzgerald**  
Executive Director, Finance, Operations, and Systems

## Human Resources and Strategic Talent Management

The Office of Human Resources and Strategic Talent Management (HR/STM) helps Resource Development's senior team attract quality talent, ensure their strategic engagement, and guide their performance with a special focus on the next five to seven years. The team supports the work of all program areas within Resource Development through careful data collection and analysis in conjunction with thoughtful strategic planning for all aspects of talent management, including staffing and retention, employee engagement, performance management, employee relations, diversity and inclusion, professional development, compensation, and rewards and recognition.

With the hiring of an executive director for human resources and strategic talent management in FY2014, the HR/STM team has begun building the framework for both its immediate and long-term goals. This includes maintaining and strengthening the support of HR transactions but also encompasses operational and programmatic initiatives to support organization development and employee engagement.

Some highlights of a recent analysis of the workforce demographics in Resource Development during FY2014 indicate the following:

- 51% of Resource Development employees (administrative and support staff) have been with the office for less than three years.
- 46% of Resource Development employees are under the age of 40.
- 26% of employees who supervise others have less than three years of experience in a management role.

In addition, on target with the planned milestones of our growth plan, 51 positions were filled in FY2014 with employees new to MIT or current employees in new roles.

In light of the aforementioned growth, a number of efforts were initiated in FY2014 to strengthen organizational alignment. These included executive coaching for two members of the Resource Development senior leadership team, development of a set of core values, training of administrative assistants to support a comprehensive effort on the scale of the Campaign from MIT, rollout of technical training on fundraising practice and techniques, and the design of management training for all managers and supervisors (to be implemented in FY2015).

Due to competitive market conditions for talent, Resource Development is at increased risk for attrition, particularly in fundraiser roles. Many local and regional institutions are also in a campaign cycle and are aggressively recruiting frontline staff. Market rates for fundraising staff continue to drive compensation upward, which increases Resource Development's retention challenge. In collaboration with MIT Compensation, the HR/STM team conducted a salary survey for a cross section of positions within Resource Development and peer institutions in higher education and the hospital sector.

The HR/STM team will work with Resource Development leadership to identify top performers and high-potential talent and to take action to increase their commitment to MIT. This includes not only adjusting compensation but also maintaining a culture that

ensures effective management aligned with the priorities of MIT leadership and with attractive career and professional development opportunities. These efforts will continue through FY2015 as the team develops a comprehensive framework for strategic talent management in Resource Development.

**James G. Montague**  
**Executive Director, Human Resources and Strategic Talent Management**