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Report to the President year ended June 30, 2024, Vice President for Resource Development

The philanthropic generosity of alumni, parents, friends, corporations, and foundations remains an important source of revenue for MIT and helps the Institute maintain its world-class status in education, research, and innovation. The Office of Resource Development (RD), in partnership with senior leadership, volunteers, faculty and staff, reported a robust year of philanthropic support. MIT marked the eighth straight year of surpassing $500 million in FY2024. These achievements are the culmination of efforts by faculty, senior staff, and over 400 professionals in the MIT Advancement community to engage alumni and friends in MIT's efforts to make a better world.

Results in FY2024 are as follows:

New gifts and pledges (NGNP) for FY2024 totaled $570 million, including outright cash gifts and new multiyear pledges to be paid. Totals for NGNP in the previous four fiscal years were:

$616 million in FY2023
$738 million in FY2022
$558 million in FY2021
$540 million in FY2020

Cash gifts and the fair market value of non-cash gifts for FY2024 totaled $599 million, the fourth highest total in the last 10 years. Totals for cash gifts and the fair market value of non-cash gifts for the previous four fiscal years were:

$539 million in FY2023
$679 million in FY2022
$564 million in FY2021
$500 million in FY2020

Resource Development partnered with the MIT Alumni Association to produce a global Presidential Tour during FY2024 to introduce President Kornbluth to the alumni community in New York; San Francisco; Washington, DC; and London. The events featured a fireside chat with the President hosted by a leader from the MIT Alumni Association Board of Directors. Resource Development welcomed small groups of the Institute's closest friends and most generous donors in the region to a pre-event reception and a post-event dinner with the President. This series will continue in FY2025 with a visit to Singapore and, possibly, other locations.

Resource Development engaged a campaign consultant, CCS, to provide comprehensive analysis, recommendations, and models to help MIT build the infrastructure required to meet the goals of a future multibillion-dollar, multifaceted fundraising campaign. This work will benefit MIT writ large for years to come.

RD collaborated with Institute partners—including the MIT Stephen A. Schwarzman College of Computing and the Department of Earth, Atmospheric and Planetary Sciences—on their building dedication events. More information is detailed in the Communications, Events, Donor Relations and Stewardship section below.

During FY2025, Resource Development will be guided by five overarching goals:

1. Maintain a target of $500 million in new gifts and new pledges, with increased focus on NGNP aligned with MIT's long-range financial models
2. Sustain current and significantly expand new donor constituencies to secure a robust pipeline of philanthropic support for ongoing and future fundraising initiatives
3. Continue campaign planning and design with external campaign consultants and Institute stakeholders to prepare to launch MIT's next campaign
4. Invest in our staff by ensuring a safe and flexible work environment, providing professional development, fostering a culture of DEI and belonging, and upholding our values
5. Launch the Advancement Technology Transformation in collaboration with campus partners and advancement units, while leveraging information management and strengthening data governance

Julie A. Lucas
Vice President, Resource Development

Development Planning and Initiatives

The Office of Development Planning and Initiatives (DPI) leads the planning, fundraising strategy development, and implementation of MIT's fundraising priorities, initiatives, and capital projects, and offers guidance and unified fundraising strategy approaches to the wider academic and advancement community. The DPI Office oversees Resource Development's volunteer and leadership engagement efforts, serves as liaison to senior leaders, and manages the Corporation Development Committee (CDC).

In anticipation of MIT's next comprehensive campaign, the unit reorganized during FY2024 into three teams:

- The **Strategic Initiatives and Market Insights** team provides a disciplined consultancy approach to the development of giving opportunities, feasibility, budget, and market analysis and creates strategy plans for fundraising priorities and campaigns.
- The **Operations and Capital Projects** team plans and coordinates information flow for capital projects, develops and tracks space naming opportunities, optimizes business processes, drives knowledge management and information sharing for fundraising priorities, and delivers educational programming to the advancement community.
- The **Volunteer and Leadership Engagement** team oversees programming and member engagement for the CDC, a standing committee of the MIT Corporation representing the Institute's highest level of fundraising volunteerism. CDC members lead by example as generous philanthropic donors to MIT and help secure critical financial resources for the Institute. The team supports the deployment of MIT's senior officers and Institute leaders for RD and serves as

liaison to the Office of the Chancellor, Office of the Chair of the Corporation, and Office of Admissions.

FY2024 highlights include:

- Developed fundraising strategy plans, budget analyses, giving priorities, and/or naming opportunities for Institute initiatives, including the Climate Project at MIT, the East Campus Residence, and the Whole Student Initiative, convening stakeholders and driving project plans.
- Advised relationship managers on giving opportunities and solicitation strategies for proposals of $5 million or more.
- Created content and partnered on the redesign of the fundraising priorities pages of the Better World website and the Advancement Toolkit (the advancement community's intranet).
- Co-led the creation of a fundraising fundamentals training module for MIT's advancement and academic communities.
- Planned and executed 11 CDC regional events (eight in-person and three virtual) featuring numerous MIT faculty, leaders and alumni. All meetings were hosted by Corporation Chair Mark Gorenberg '76 and President Sally Kornbluth was the featured speaker during the annual meeting.
- Planned and executed three Partners Program events for Corporation members' spouses and partners in conjunction with the October, December, and March Corporation meetings.
- Prepared 11 Building Committee and Executive Committee memos related to capital projects and the approval of naming for campus spaces.
- Executed a comprehensive leadership engagement strategy plan for Chancellor Nobles and worked with the Corporation Office to onboard and advise the new chair of the Corporation.
- Delivered six educational programs featuring more than 30 speakers, each attended by approximately 200 advancement staff across the Institute.
- Overhauled strategies and workflows for RD's nominations for MIT Visiting Committees, partnering with the Corporation Office on process improvements, participating in meetings with department heads, and advocating for RD nominations.

Elizabeth Crabtree
Executive Director, Development Planning and Initiatives

Office of Individual Giving

The Office of Individual Giving comprises two major units that raise core support for MIT: the Office of Leadership Giving (OLG) and the Office of Gift Planning (OGP). OIG qualifies, cultivates, solicits, and stewards primarily MIT alumni and non-alumni parents capable of making gifts in the range of $100,000 to $5 million, with a continued expansion into the principal giving level of $5 million+. Fundraising continued to be very strong in FY2024, as team goals were increased by more than 50% each from previous years. OGP has exceeded its goal and OLG has reached 90% of goal, as follows:

- OLG Raised $106.5 million in new gifts and new pledges.
- OGP Raised $78 million in new gifts and new pledges.
- The combined OIG team conducted nearly 1,500 visits with MIT prospects and donors, both virtual and in-person, for senior leaders and faculty, and fundraisers.

OIG continued to achieve high scores from the Gallup Employee Engagement survey this year and staff continued participation on the OIG Engagement and Recognition committee. This popular committee has helped to strengthen the collegial and collaborative culture among the OIG staff and provide opportunities for individual recognition. Additionally, several OIG represent the group on the W98 Belonging, Diversity, Equity and Inclusion Committee.

Leadership Giving

OLG staff balanced fundraising for core priorities, MIT Climate initiatives, the MIT Stephen A. Schwarzman College of Computing, as well as MIT's capital fundraising projects including the Sports Performance Center, the East Campus Renovation, Met Warehouse, and the W20 Student Center.

Over the past year, OLG's enhanced athletics and parent fundraising teams continued to strengthen engagement with those constituencies. In addition to two Parent Leadership Council Board meetings, events for top-rated parents were held during MIT Orientation and Family Weekend. Regional fundraising teams brought donors and prospects together for the "Women in Science and Technology" series in both Northern California, hosted by founder and MIT Corporation member Charlene C. Kabcenell '79, and London, hosted by Thalia Chryssikou PhD '98; as well as a successful cultivation event featuring Chancellor for Academic Advancement W. Eric L. Grimson PhD '80 in Austin, Texas at the home of Joel '99 and Stacy '99 Hock. Additionally, the much beloved Tech Breakfast series returned this year with renewed focus, featuring MIT founded start-up Lightmatter and hosted by Dean Nergis Mavalvala PhD '97.

Gift Planning

The Katharine Dexter McCormick (1904) Society (KDMS) honors individuals who support MIT's mission through bequests, life-income funds, and other planned gift arrangements. On October 1 Chancellor Melissa Nobles, Class of 1922 Professor of Political Science, hosted the annual KDMS Appreciation Brunch featuring Dennis G. Whyte, Director, MIT Plasma Science and Fusion Center and Hitachi America Professor of Engineering, on "Developing Audacious Solutions to the Climate Crisis." During FY2024 we proudly added 110 new KDMS members.

OGP marketing activity included the production of two issues of Corridor, a newsletter providing insights into planned giving strategies that can help donors meet financial goals while supporting MIT's mission, as well as two Corridor webinars: "Everything You Ever Wanted to Know About Donor-Advised Funds" and "Estate Planning at Any Age." Marketing efforts this year also included two targeted pieces. Such efforts yielded several new gift conversations with previously unidentified planned and/or major gift donors.

Excluded from OGP's total raised, but just as remarkable, are gifts to MIT Donor Advised Funds and Closed Life Income Gifts totaling $34,849,333. Of note that this fiscal year there was a remarkable

increase in estate receipts, with over $40 million received, and a pipeline that looks even more promising for the years to come.

Christina Toro
Executive Director, Office of Individual Giving

Amy Goldman
Senior Director, Gift Planning

Office of Foundation Relations

The Office of Foundation Relations (OFR) identifies, cultivates, engages, and stewards private foundations and philanthropic entities to maximize support to the Institute. OFR collaborates with MIT senior officers and faculty to develop and manage the strategy for foundations, both building on existing relationships and facilitating new ones in partnership with faculty and staff. OFR prioritizes opportunities that have the potential for gifts of $1M or higher and works closely with the Office of Philanthropic Partnerships on dually managed relationships (individuals and their affiliated philanthropic organizations).

OFR's FY2024 key results, achieved in partnership with RD colleagues, faculty, staff, and senior leadership, included the following:

- $197,557,544 in new gifts and pledges, including $196,829,116 of six-figures or above.
- 17 leadership and faculty meetings with OFR involvement.
- 70 additional foundation visits and significant interactions.

During FY2024 OFR organized and staffed a number of high-level engagement strategies for President Kornbluth with major foundation leadership, as described below.

- Rob Schneider, Executive Director of the Lemelson Foundation: In this introductory meeting with a long-time supporter, the key themes discussed were climate, invention education, and inclusion.
- Dr. Cynthia Friend, President of the Kavli Foundation: In this introductory meeting, a key topic of conversation was the importance of supporting basic science.
- Dr. Adam Falk, President of the Sloan Foundation: Held in conjunction with the Presidential Tour, this meeting reinvigorated an already strong relationship with one of the Institute's most longstanding, generous partners.
- Stanton Foundation: President Kornbluth, Provost Cynthia Barnhart SM '86 PhD '88, Executive Vice President and Treasurer Glen Shor, and Dean Agustin Rayo PhD '01 met with foundation representatives. This meeting marked a crucial milestone in securing institutional backing for the establishment of the Center for Nuclear Security Policy, aimed at addressing the threat posed by nuclear weapons.
- Board of Directors of the Novo Nordisk Foundation: This meeting with key leaders, including President Kornbluth, focused on AI and nuclear fusion energy commercialization, two areas of interest and importance to the Foundation.

- John-Arne Rottingen, Chief Executive Officer of the Wellcome Trust: This meeting ignited a relationship early in Rottingen's tenure and allowed them to discuss two areas of significant mutual interest—climate and AI.
-

OFR strategically engaged other senior leaders for key engagement opportunities, including:

- Chancellor W. Eric L. Grimson's meeting with Simon Chaplin, Chief Executive Officer of the Arcadia Fund. This meeting demonstrated Institute support for Open Learning and Open Access from our leadership, and our commitment to meeting the matching requirements of an open $5M conditional pledge.
- a June 21, 2024, meeting with the Charles H. Hood Foundation Trustees, joined by Dean Anantha Chandrakasan, which served as a key cultivation step that resulted in the Foundation planning on giving MIT $15M to support pediatric innovation, which is the largest award in Hood's 80+ year history.

In addition, OFR collaborated with Institute partners, advising on strategy, meetings, and proposals surrounding major commitments to the Institute, including Laura and John Arnold, by way of Arnold Ventures, who gave J-PAL North America $35M to catalyze impactful new programs across multiple domains and enhance the effectiveness of many of J-PAL North America's established programs.

In addition, the team engaged faculty and staff to develop strategies, proposals, meetings, and follow up; identified and qualified new foundations and philanthropic entities; stewarded existing foundation donors; and communicated with senior leaders, faculty, and school-based development staff about relevant foundation opportunities and current trends in the field.

OFR has prioritized fundraising around climate, life sciences, and AI through deepening existing relationships and cultivating new foundation relationships. The Climate Project, in particular, has been a focus and OFR has developed clear strategies for mission lead and VP of Climate engagement with key foundations that provide significant support for climate work.

Janna Greene
Executive Director, Office of Foundation Relations

Office of Philanthropic Partnerships

The Office of Philanthropic Partnerships (OPP) coordinates and leads MIT's cause-based principal and major gift fundraising efforts, with a special focus on non-alumni friends and corporations. The Office drives special projects and cross-Institute fundraising efforts for key MIT priorities and stewards the Institute's relationships with its most generous donors from around the globe. The OPP team works with stakeholders within Resource Development and across campus to develop programmatic, complex, and transformational giving opportunities, which can include philanthropy and sponsored research.

Chief among OPP's responsibilities is managing the president's Resource Development travel, correspondence, and strategy for select donor meetings, as well as coordinating, in concert with other frontline fundraising units, Resource Development travel for MIT senior leaders and working with faculty and staff to identify potential new Corporation members and volunteers.

OPP directed efforts in the past year toward identifying new, high-capacity non-alumni and corporate prospects for key Institute priorities such as climate, AI, and life sciences; increasing travel and prospect visit activity with senior officers and faculty; contributing to the Institute's core fundraising needs, as well as special initiatives led by Dean Anantha Chandrakasan in his new role as Chief Innovation and Strategy Officer (Office of Research Computing and Data fundraising, the new Generative AI consortium, and the new Humanities Collectives effort, among others); optimizing fundraiser portfolios and metrics and identifying markets for new prospect generation; and filling vacant staff positions to ensure maximum output and efficiency.

In collaboration with colleagues, faculty, and Institute leaders, the team achieved the following results in FY2024:

- Raised significant support for key fundraising priorities including climate, professorships, fellowships, and computing power.
- Coordinated 215 prospect meetings, both virtual and in-person, for senior leaders, including the president and faculty, and 204 meetings between fundraisers and prospects.
- Prepared 405 presidential correspondence items and 94 other senior leader correspondence items.

Throughout the year, the team planned and executed a number of high-level events, including two dinners hosted by Corporation member Songyee Yoon PhD '00 at her home in Atherton, CA, which have led to new prospect connections and a seven-figure commitment from a new non-alumnus prospect. OPP also played a leading role in organizing the VIP events and dinners surrounding President Kornbluth's global Presidential Tour, connecting her with key prospects in New York, the Bay Area, and London. Finally, in partnership with other frontline fundraising units, OPP led the planning process and implementation of the President's development travel and meetings, which has resulted in several gift conversations currently underway with top non-alumni prosects.

OPP continued to invest in the well-being of staff and maintain a respectful and inclusive work environment that upholds MIT's values, with several team members serving on the Belonging, Diversity, Equity and Inclusion (BDEI) Committee for RD. The OPP Well-being Group also hosted several activities to promote inclusive team-building efforts.

Arundhati Tuli Banerjee
Senior Executive Director and Interim Executive Director, OPP

Office of Communications, Events, Donor Relations and Stewardship

The Communications, Events, Donor Relations, and Stewardship (CEDRS) team supports the work of cultivating and stewarding current and prospective donors to MIT through integrated, highly tailored donor engagement strategies encompassing communications, events, stewardship, and recognition.

To keep fundraisers, volunteers, donors, and prospects up to date on MIT's fundraising priorities, CEDRS produced marketing, communications and design projects on a range of topics including the Whole Student Experience, the East Campus renovation, the Climate Grand Challenges, Advanced Research Impact Fellowships Program, capital projects at MIT, and the MIT Climate Project, among many others.

The team also produced two issues of the print and online newsletter *Corridor* in support of planned giving priorities, and created and implemented a new multiyear planned giving marketing and communications strategy to educate donors and prospects and drive increased in planned gifts and documented bequest intentions.

The team produced two issues of *Spectrum* magazine covering themes of "Mentorship" and "What's Next?" at MIT, with stories highlighting a broad range of topics from the Resident Peer Mentor program to synthetic biology to environmental justice. Spectrum reaches more than 40,000 donors in print and 160,000 alumni and friends via email. In collaboration with the Resource Development Senior Team and members of the Development Planning and Initiatives and Strategic Information Management teams, CEDRS developed the Fundraising Fundamentals online training, in response to a recommendation of the final report of the MIT Ad Hoc Committee to Review MIT Gift Processes. The module will guide and train all individuals at MIT who may be involved in fundraising activities and will address the appetite for information about MIT fundraising; it was launched in Spring 2024 to members of the advancement community and will be launched in Fall 2024 to members of the MIT faculty and directors of administration and finance.

CEDRS collaborated with the Department of Earth, Atmospheric and Planetary Sciences to celebrate the opening of the Tina and Hamid Moghadam Earth and Environment Pavilion (Building 55). Following the dedication ceremony, the team produced an appreciation dinner to thank donors to this new center for environmental and climate research on campus. In addition, the team produced the community celebration and dedication ceremony for Building 45, the new, namesake home for the MIT Stephen A. Schwarzman College of Computing, as well as a donor recognition dinner.

The team developed and implemented the first biennial donor stewardship and cultivation event titled, "Infinite Possibilities: Celebrating Student Life and Learning." Hosted by MIT Chancellor and Class of 1922 Professor of Political Science Melissa Nobles, the event was designed to celebrate the infinite possibilities that grow from students' time at MIT, spotlight the research and activities of a broad cross-section of students, and give a wide audience of current and prospective donors opportunities to see how their vital support shapes every aspect of the student experience.

CEDRS worked with the Institute Office of Communications and colleagues in the MIT Alumni Association to craft and distribute guidance for the advancement community when responding to alumni and friends who reached out about the situation on campus regarding violence in the Mideast, questions about foreign funding at MIT, and questions about the Supreme Court decision on admissions.

The donor engagement and stewardship team pursued extensive strategic donor stewardship, engagement, and recognition initiatives in FY2024, starting with the process by which the MIT President and Vice President for Resource Development acknowledge charitable gifts from individuals to the Institute. This year, the team processed 971 gift acknowledgements (460 presidential and 511 vice-presidential) and conveyed more than 515 other RD-oriented presidential communications.

This year, 28 new member households were welcomed into the MIT Charter Society, which recognizes donors who have given $1 million or more to the Institute in their lifetime. CEDRS also produced two milestone recognition gifts for transformative Institute donors of more than $100 million, featuring an

original oculus glass tile from the Great Dome showcased in a bronze sculpture created by the MIT Forge & Foundry accompanied by a customized book highlighting the donors' impact on MIT.

The team created 69 new and 124 updated individualized stewardship plans and produced 128 DAPER donor impact reports with cover notes from program leaders and student testimonials; 53 Office of Graduate Education, Provost, and Schwarzman College of Computing fellowship and graduate support reports; and 20 provost and college professorship reports that introduced new chairs and reported on existing chairs. The team also prepared six comprehensive reports for MIT's most committed and generous donors and 15 individual impact reports for a selection of additional donors. The team prepared and distributed more than 833 endowed and expendable scholarship fund/endowment reports to scholarship donors. In addition, 442 student thank-you letters were collected and shared with 286 donor households, and 37 fund milestones were recognized via personal communications from MIT leadership to donors.

CEDRS received awards from multiple professional organizations this year. Its work won four UCDA (University & College Design Association) awards for the MIT Presidential Holiday Card, the MIT Values Statement Branding and Banners, and the Fall 2022 *Spectrum* issue, "Design." In addition, the team won CASE (Council for the Advancement and Support of Education) Circle of Excellence and District 1 awards for a special 38-page issue of *Spectrum* magazine entirely dedicated to the impact of the MIT Campaign for a Better World; a virtual tour with augmented reality tools of the MIT Stephen A. Schwarzman College of Computing building a special gift for transformative donors, designed by an MIT student, crafted as an MIT paperweight 3-D printed in bronze with the three letters "M," "I," and "T" shaped as an ambigram, an object that is intended or able to be oriented in either of two ways for viewing or reading; and the redesign of the *Spectrum* magazine website.

In FY2024, the CEDRS team continued to evaluate and integrate principles and practices of belonging, diversity, equity, and inclusion in the course of daily work through teamwork, processes, and deliverables.

Carrie Johnson
Executive Director, Communications, Events, Donor Relations and Stewardship

Strategic Information Management

The Strategic Information Management (SIM) team collaborates closely with RD and other fundraising units in the areas of business intelligence, information delivery, strategic research, and optimizing MIT's prospect pool and related portfolios. As a shared steward of MIT's fundraising database, SIM partners with the MIT Alumni Association on data governance and ensuring data integrity and security including the introduction of a new framework for managing data governance in RD, AA and within the larger MIT framework.

During FY2024, SIM and the AA worked closely with the newly formed MIT Business and Digital Transformation Office on the planning of modernized advancement engagement and fundraising systems. SIM staff devoted efforts this year to performing a deep dive to identify and address pre-conversion data cleansing projects, reporting inventory and decommissioning of technical debt.

SIM staff:

- Added content to existing offerings for onboarding new staff and initiated the use of a Learning Management System to streamline the process.
- Identified parameters needed to code new and evolving high priority fundraising initiatives in the Advance database.
- Collaborated with the Recording Secretary's Office to update and streamline pledge statements and receipting.
- Continued to integrate the use of Cvent™ into our regular event production processes.
- Created a system to tie custom staff metrics to portfolio optimization and moving staff through stages toward solicitation.
- Enhanced multiple Tableau prospect management and analysis tools.
- Created a process and report for all MIT staff to enable them to produce lists for email or print communications including due diligence results, GDPR (General Data Protection Regulation), and other critical information used in vetting names.
- Worked with the MIT Office of the General Counsel on Department of Education and Congressional Committee investigations.
- Enhanced and expanded impact reporting to more donors and stewardees to allow for central and departmental graduate fellowship reporting, professorships and research reports.
- Worked closely with key MIT offices to determine how gender and pronouns will be used by alumni, to comply with guidelines that have been established and are currently under review at MIT, and to address issues with related systems that are creating challenges to the use of this information.

The work of SIM throughout FY2024 is illustrated by the following specific metrics.

- Completed 2,060 Philanthropic Due Diligence reviews.
- Onboarded 73 new members of the MIT Advancement Community, representing 210 SIM-led training sessions (SIM Overview, Navigating Advance, Prospect Management, Prospect Research, and Due Diligence Overviews).
- Updated more than 15,000 alumni and donor records.
- Archived 12,000 documents with key alumni and donor information.
- Resolved 3,166 support requests; 3,570 staffing and security related tickets; and 1,654 project tasks.
- Evaluated 829 prospects; provided 445 prospect summaries to MIT leadership. Built 16 new fundraising portfolios; managed seven leadership portfolio transitions and 73 fundraising portfolio consultations; and 5,039 assignment updates.
- Achieved 98% compliance with RD/AA Data Privacy and Access training.

To encourage an understanding of diversity, equity, inclusion, and access, SIM teams were encouraged to share and actively use or participate in resources, training, and events through offerings made available both within RD and the Institute at large. Several members of the team also participated in RD's BDEI committee helping with key initiatives.

Deborah M. Cunningham
Executive Director, Strategic Information Management

Human Resources and Strategic Talent Management

The Human Resources and Strategic Talent Management (HR/STM) team leads RD and AA efforts to attract quality talent, ensure their strategic engagement, and guide their performance and professional development in support of MIT's advancement goals. HR/STM oversees staffing and retention, employee engagement, performance management, employee relations, diversity and inclusion, professional development, compensation, and rewards and recognition. In addition, HR/STM facilitates all organizational changes within RD and AA and drives the effort to create a comprehensive talent management strategy for fundraising and engagement.

Despite the departure of the HR/STM Executive Director in early 2024, the HR/STM team has admirably upheld all operations and priorities for AA and RD. This steadfastness is evident in the improved RD staff turnover, which decreased to 6% in FY2024 (compared to 12% in FY2023). HR/STM collaborated with RD leadership to successfully recruit and fill 26 positions and facilitate promotions for 15 staff.

During FY2024, HR/STM orchestrated a series of impactful workshops, including the third year of a manager training program. This program, which engaged 15 new and aspiring managers, is a testament to HR/STM's dedication to fostering professional growth and development. Other workshops focused on performance evaluation coaching, resilience, burnout, career development, and building employee confidence and trust.

The team offered guidance and support to the RD/AA Belonging, Diversity, Equity and Inclusion (BDEI) Committee, which was organized into sub-committees during FY2024 to address onboarding, volunteer expectations and training, salary, pay, merit transparency, community building and events, and the search committee process. In addition, 90% of AA and RD staff participated in a DEI-focused workshop facilitated by the Cornell Interactive Theatre that aimed at appreciating and understanding perspectives across nine vignettes. RD and AA participated in the Advancement Internship program again in FY2024, during which interns from underserved communities receive on-the-job training and gain valuable skills in the professional areas of advancement, including fundraising, alumni relations, advancement services, leadership giving, and communications and marketing.

Of particular focus during FY2024 was refining standards and guidelines for hybrid work to honor both in-person connections and the benefits of remote work while also recognizing the importance of flexibility for various working styles and supporting a healthy work-life balance. Through this and BDEI committee work, we launched a successful "Lunch with 3-6 Connections." This initiative was well received by staff this spring, and as a result, we will continue to provide this opportunity during the summer. Also, to continue with our onboarding practices to offer inclusive and consistent onboarding, we piloted an onboarding peer partner program to help welcome new employees and provide guidance into how things work at MIT and, more specifically, in advancement.

RD and AA strive to inspire a culture of employee engagement. We assess engagement annually via the Gallup Q12 Employee Engagement survey, which captures staff experiences and overall engagement data. In FY24, our overall organizational mean score was 4.29 on a 5.0 scale, indicating successful engagement efforts and positive staff experiences. In addition, we conduct an annual DEI Pulse Survey,

which aims to gauge and capture data on matters related to equity and inclusion, such as workplace climate, belonging, and understanding of policies on discrimination.

RD and AA continue to offer various methods to recognize the wide variety of talents and skills among the staff, including Infinite Mile Awards, Spotlight Awards, and "Kudoboards." In addition, the team sponsored a second year of monthly food trucks to support socializing and networking among in-office staff and to encourage hybrid and remote workers to join their colleagues on campus.

Matthew K. Eynon
Associate Vice President and Chief Operating Officer

Finance and Operations

The Finance and Operations (F&O) team is a shared services unit that supports all program areas within RD and AA with strategic allocation and management of financial resources, budget reporting and analysis, administrative operations, and facilities management.

The team continued its traditional budget and financial support efforts, quarterly reporting to the Budget Office, and preparation and delivery of the annual budget requests for both the Association and Resource Development. The Association's team members served as staff to the Finance Committee and regularly reported to the Association's Board of Directors. The Executive Director and Director of Finance worked closely with RD's Associate Vice President and Chief Operating Officer on the creation of an RFP for a campaign consultant.

During FY2024, operations staff continued critical on-site building management and sustainable operation of the building in a hybrid work environment. F&O participated in the final report of an MIT-wide effort to analyze administrative space usage, post-Covid. In partnership with the Development Planning and Initiatives unit, the team completed an upgrade of the sixth floor of Building W98 to create a more open work environment and improve common space. In addition, F&O worked with the Strategic Information Management (SIM) unit to reconfigure the layout and furnishings on the Garden Level of W98 to achieve better collaboration and cross-group connections. To ensure an environment where all staff feel safe and comfortable and can do their best work, F&O arranged for the construction of an all-inclusive restroom in Building W98 to become a gender-neutral restroom.

As a result of the shift to hybrid work, support of the coffee and sandwich shop on the first floor of W98 was no longer financially sustainable. In collaboration with MIT Dining Services, F&O installed self-serve vending machines with fresh sandwiches and salads; this new approach to campus dining has been implemented in other facilities on campus.

Finance staff supported the HR/STM team and executive directors in funding staff recruitment and retention in the context of the unprecedented challenges MIT is facing in a highly competitive market for staff and worked closely with RD leadership to allocate budgets in alignment with new and emerging Institute fundraising initiatives.

The Executive Director continued collaboration with the Executive Director of SIM to support the progress of the Institute's Advancement Technology Transformation, providing financing as feasible for work necessary to improve current system operation as well as foundational work to support any future conversion. The Director of Finance coordinated the annual collection of data and questionnaires from all advancement offices across the Institute on behalf of the MIT Tax and Global Operations Office in preparation for filing the 2023 IRS Tax Form 990.

In addition to consistently high scores on the annual Gallup Employee Engagement survey, the F&O team's scores on the RD/AA DEI Pulse Survey were high. The team has representation on the W98 BDEI Committee, and all members attend DEI workshops offered by RD and AA throughout the year.

William J. Fitzgerald
Executive Director, Finance and Operations

Susan I. Shansky,
Director of Finance