SURVEY RESULTS

EXECUTIVE SUMMARY

Introduction

The term "library development" conjures several different meanings for library professionals. For some, library development refers to the building of library collections; for others, it is any activity related to building the library, itself. For the purposes of this survey, library development referred to the strategic raising of financial support to benefit the needs and priorities related to programs, facilities, projects, and services within a research library. Over the past twenty years, library development has become increasingly more specialized. Depending upon the institution, library development can include annual giving, major giving, deferred giving, corporation and foundation relations (of which grant writing may be a component), public (and/or external) relations, event management, and other services.

Presently, the library community does not well understand what structures and resources are necessary for a successful library development program and how this library development program fits in the institution's overall development structure and within the library leadership. This survey was designed to investigate the staffing, reporting relationships, and duties of library development programs in ARL member libraries. The results of this survey provide a snapshot of library development programs in research libraries and provide a baseline for institutions as they work to create, refine, or advocate for library development programs in their institutions.

This survey sought to determine and document the staffing, structure, and institutional relationship with respect to fundraising rather than fundraising production of member libraries. It is important to note that the authors knowingly excluded questions concerning the actual dollars raised for several key reasons. The most fundamental reason was the various manners and methods by which institutions count funds (whether cash or deferred; expendable, endowed or other; pledges or dollars received) and the fact that an adequate survey instrument could not be designed to accurately capture all possibilities. Nonetheless, the data do provide a lens through which a "typical" research library development program may be viewed.

Background

The survey was distributed to the 123 ARL member libraries in March 2006. Ninety libraries (73%) responded to the survey. Eighty-three (92%) reported that they have a formal library development program. Of those institutions, all have a fundraising professional assigned to the program, 76 (92%) use printed giving materials, 71 (86%) use direct mail, 50 (60%) conduct a phonathon, 50 (60%) have a friends organization, and 47 (57%) raise more than $500,000 a year in private support.

The survey asked respondents who had a minimum of three of the following components to complete the questionnaire: a fundraising professional assigned to raise money for the library, printed giving materials, direct mail on behalf of the library's

fundraising priorities, a phonathon on behalf of the library's fundraising priorities, a friends of the library organization, or a history of private support in excess of $500,000 per year. Eighty respondents met this criterion.

Respondents were asked to indicate when the library development program began based on the hiring date of the first library development officer (LDO) whether full- or part-time. The 74 responses ranged across 30 years. The earliest was in 1975 (which coincidentally is the year after SPEC Kit 6: *Friends of the Library Organizations* was published) and 11 were created between then and 1984. There was a surge in the number of new programs between 1985 and 1999 with spikes in 1990 and 1995 (seven new programs in each of those years). A few new programs have begun each year since then, including one in 2006.

One of the ever-present critical questions within library development is which possible donor prospect pools can be approached on behalf of the library. The majority of survey respondents have unlimited access to current and lapsed library donors, current and retired library employees, and unaffiliated prospects; most have at least limited access to 12 other categories of potential donors that range from donors to other parts of the institution, to current students, faculty, and staff, to alumni, to non-donors. What is surprising is that 15 of 79 respondents (19%) have only limited access to current or lapsed fiscal year library donors and one reports never having access to these two groups. Only 11 libraries have unlimited access to both undergraduate and graduate alumni; six never have access to either group. Respondents have the least access to current students, their parents/grandparents, parents/grandparents of alumni, and university trustees. Access appears to be more freely given to institution non-donors—68 of 77 respondents (88%) have at least limited access.

Only eight respondents (10%) report that there is a limit to the number of managed prospects assigned to the library. That number ranges from 100 to 300. One respondent commented, "I don't know

if there's a limit, honestly. I'd love to have the opportunity to bump up against it and find out."

Library Development Program Staffing
The survey responses indicate that a majority of the programs are one-person professional shops. When asked how many professional staff raise money for the library, 42 respondents (53%) indicated that there is only one person—not including the library director—who is charged with this task. Twenty-two programs (28%) are staffed by two professional fundraisers, but only 16 have three or more professional staff, including one outlier with 43 full-time professionals. The reported FTE counts indicate that library fundraising is a full-time responsibility for 60% of professionals in one-person operations, but the percentage drops in the two- to six-person operations. Overall, only 49% of the reported professionals are full-time library fundraisers, excluding the outlier institution.

Library fundraising professionals carry a variety of job titles; more than twenty were reported. Regardless of their title, the individuals who were identified as the Chief Library Development Officer (LDO) most often report to the library director (34 responses or 43%), particularly in programs with two or more professional staff. Thirty-six percent report jointly to the library director and someone in the university development office, particularly in the one-person programs. Twenty-one percent report only to someone outside of the library. In most of the programs that have more than one professional position, the other positions report to the chief LDO.

Reported salaries range widely, from $12,500 for a development assistant who devotes 25% of his/her time to fundraising to $125,000 for a full-time chief LDO. While chief LDO salaries range from a minimum of $14,732 (.20 FTE) to the maximum of $125,000 (1 FTE), 61% cluster between $50,000 and $80,000. In all but a few cases, salaries are under $65,000 for the second position, under $56,000 for the third position, and $45,000 or under for the fourth.

The majority of chief LDO salaries (53%) have joint funding sources. In almost all of these cases (92%), central development or the institution's foundation is the library's cost share partner, with each paying approximately half the salary. Somewhat surprisingly, only about half of the jointly funded positions report jointly to the funding partners. At institutions where there is a second library fundraising professional or more, the library budget covers the salary of 56% of the positions. Other sources include endowments, gifts, and state funds.

Although only 14 of 76 chief LDOs (18%) have a library science degree, the rest have other advanced degrees ranging from Masters (22) to MBAs (5) to PhDs (2) to JDs (2). Only ten other fundraising professionals are reported to have an MLS or MLIS degree; most have at least a bachelor's and 12 have various other advanced degrees.

Survey respondents were asked how fundraising staff divide their time among a variety of activities. Not unexpectedly, responses show that, on average, the chief LDOs spend more than one-third of their time on major gifts (35.4%). This is followed by donor relations (18.1%), special events (14.7%), Friends/board management (12.3%), staff and office management (11.8%), and annual giving (11.3%). Additional staff follow a similar pattern, though as the number of staff increases, so does the specialization of each staff member.

To assist them in their endeavors, almost one-half of the chief LDOs have at least one full-time administrative support staff member who reports directly to them. Almost an equal number have at least access to administrative support staff who are supervised by someone else. Twenty-nine percent have part-time support staff, and 30% have student employees. In addition, a few respondents have the help of graphic designers, writers and other publications staff, marketing and communications staff, and grants managers.

Library Development Officer

The majority of library development programs have had three or more chief LDOs since their inception (46 or 58%). Twelve have had five or more. This, however, does not imply frequent turnover. With only a few exceptions, the programs that have had two or more LDOs began before 2000. Twenty programs have had only one library development officer in their history and nine of these are among the oldest. Tenure in their current position as chief LDO ranges from three months to 18 years. The average tenure was surprising: a mean of 4.3 years and a median of 3 years. The career tenure in any library development program for these individuals is even longer, ranging from three months to 28 years. The mean tenure balloons to 5.5 years (with a median of 3 years), indicating that chief LDOs are career-professionals.

Prior to assuming their current LDO responsibilities, 26 (33%) were employed in another non-library fundraising position within the same institution. Sixteen (21%) were employed in a fundraising position not in higher education or libraries. Surprisingly, only four (5%) came from a different library development program, the same number that came from a different position within their institution's library development program. Sixteen respondents came to their current position from such diverse backgrounds as museums, social work, law, business, and campaign management.

Fewer than half of the chief LDOs (34 or 44%) are a member of the library director's executive cabinet, but even those who are not may meet with the director regularly or report to the group at least occasionally. Sixty percent of the LDOs are members of a department heads' committee or roundtable. One of those who isn't pointed out that she could be, but "is out seeing potential donors" rather than attending meetings.

Library Director's Role in Development

The survey asked several questions about the library director's role in fundraising activities. From the responses it is apparent that all directors are involved to a certain extent. Only 23 respondents (29%) report that the director is required to spend time on fundraising. At these institutions the director's involvement ranges from a minimum of 5% of their time to a maximum of 100% for three directors. The mean amount of time is 41% and the median is 25%. Of the 55 who reported that there is no specific time requirement, the range is 5% to 85%, with a mean of 26.5% and a median of 22.5%.

The survey asked whether there was a dollar threshold that had to be reached before the director became involved. The vast majority of directors participate in prospect meetings, calls to prospects, strategy sessions, proposal presentations, and closing gifts without a specific minimum dollar amount expected. Additionally, in three-quarters of the reporting institutions the director will—although mostly on an occasional basis—even participate in fundraising calls without the chief LDO being present.

Where there is a threshold, $5,000 is the minimum and $25,000 the median amount expected before the director becomes involved in phone calls, strategy sessions, prospect meetings, or closing a gift; the median is $50,000 for presenting a proposal. Directors will sign letters of correspondence for almost any expected return.

Library Development Staff Evaluation

As can be expected, development staff are evaluated on a wide variety of criteria. The criteria used most frequently for chief LDOs are number of visits, dollars raised, number of asks/proposals, and overall dollar goal. These criteria are bunched fairly closely together with several others, such as visits per month, pipeline reports, number of gift closures, and number of moves, following closely behind. The pattern is similar for other development professionals. The situation is somewhat different for library directors; their two top criteria are dollars raised and overall dollar goal. These two are used far more often than all the other criteria.

When asked to rank the importance of the evaluation measures, the respondents chose dollars raised as the most important measure for the chief LDO (49%), library director (54%), and other staff (38%). All other criteria trailed far behind for all three staff categories.

At the top of the second tier of important measure for LDOs are the number of visits and the number of asks/proposals. The number of asks/proposals ties with the number of gift closures as the top of the third tier. For directors, the overall dollar goal is clearly the second most important evaluation measure, followed by number of gift closures as third. Measures for other staff are more evenly distributed across the choices.

At about half of the responding institutions, the evaluation of the chief LDO is conducted by a combination of the library director and the institution's development department director. At a little more than a quarter, the library director is the sole evaluator. Other library development staff most often are evaluated by the LDO (33 responses or 65%).

Library Coordination with the Institution's Development Office

As academic enterprises continue to seek private funds with more frequency for more restricted purposes and/or specific units of institutions, coordination among competing priorities has become paramount. Subsequently, identifying the library's placement within this coordinated structure was a key component of this survey.

Above, it was reported that libraries have limited access to certain types of prospective donors (who may be "claimed.") Perhaps as a result, barely half of the survey respondents (41 or 53%) answered "Yes" to the question, "Is the library considered equal to other units/schools within the institution in terms of fundraising opportunities?" Respondents' comments reflect the on-going assertion of many library development programs that the libraries have no alumni and often struggle to

identify prospects even though they are an integral component of academic culture. The comment of one respondent about prospect pools sums up this issue quite succinctly, "Each college 'owns' its graduates and no other unit is allowed to solicit them. Hence, the library has little access to most of our 250,000 alums. We have to find people who like libraries, who may not have any relationship to the institution, who will give to the libraries."

Eighty-eight percent of the respondents report that the chief LDO is assigned as staff manager/relationship coordinator for individuals who have an interest in the library and almost all (96%) that the chief LDO is invited to participate in interdivisional strategy meetings about major prospects at least occasionally. Almost three-quarters (56 or 74%) report that the library director also participates occasionally or always in interdivisional strategy meetings about key prospects. By participating in such meetings, it is possible (and probable) that the library development officer and/or library director can advocate for library projects and inclusion in comprehensive proposals for major donors.

In annual giving activities such as direct mail, phonathons, and online solicitations, the library is presented as a giving option from the comprehensive institution perspective a majority of the time. Fifty-three percent of respondents report that the library is included as a possible gift designation at least occasionally in general institution direct mail appeals. Unfortunately, this means that libraries at 47% of the responding institutions are never included in the general direct mail appeals. The picture is much rosier on the online front. The library is included on the general institution giving Web site as a possible gift designee at 90% of the responding institutions. (Surprisingly, four institutions do not provide online giving opportunities.) Likewise, at all but six institutions the library is a possible gift designee during phonathon solicitations, if not always, then at least once in a while. Several institutions commented that the library is the recipient of second asks or as an alternative for other priorities.

Library development programs rely heavily on central development operations for staff resources for most fundraising activities. For example, on average, central development contributes 90% of the staff for phonathons, 78% for deferred/planned giving, 77% for records processing, 72% for gift processing, and 71 % for prospect research. Library development programs also rely on central development staff—although in a more reduced fashion—for corporate and foundation relations (63%), annual giving (60%), and information technology (56%). Library development programs contribute more of their own staff resources, on average, for development communications (66%) and special events (78%). The distribution of budgeted expenses for fundraising activities follows a similar pattern, though libraries contribute slightly more to the costs of direct mail and phonathons.

Conclusion

This survey grew out of numerous requests for information about benchmarking and the establishment of new library development programs that had been posed by, and to, members of ALADN (Academic Library Advancement and Development Network) and DORAL (Development Officers of Research and Academic Libraries) and was designed to establish an illustration of a "typical" library development program at an ARL member library. While it is apparent from the survey results that there is no cookie cutter model for such a program, some generalizations can be drawn which provide a baseline for further review of such programs.

An ARL library most likely has at least one library development professional charged with raising money exclusively for the library. This person has at least part-time staff support. This professional is likely the third development officer for the library in a program that has existed for 12 or more years and has been in their current position for approximately four years and makes about $72,000.

These library development officers have at least limited access to institutional donors and are cre-

ative in their efforts to find new potential prospects. These programs are provided institutional support for activities such as records management and planned giving, but not as often for special events or development communications. Libraries have visibility in most institutional annual giving efforts, including direct mail, phonathon, and online giving, which allows many library development professionals (whose actual titles range from senior development manager to associate university librarian for philanthropy to director of advancement) to concentrate on major gifts. This library development professional may or may not participate in the executive cabinet of the library director.

Many library directors will participate in the fundraising for their library, but the amount of their time on associated tasks varies widely. The library director will participate in the evaluation of the development officer which will likely include factors such as the dollars raised, the dollar goal, the number of gift closures, the number of visits conducted, and the number of proposals delivered.

Library development programs have certainly grown and changed drastically since first discussed in SPEC Kit 6, though libraries continue to struggle to find needed prospects within large academic enterprises. Consequently, library development programs will continue to evolve as the need for, and limitations upon, funding continue.

SURVEY QUESTIONS AND RESPONSES

The SPEC survey on Library Development was designed by Karlene Noel Jennings, Director of Library Development, Earl Gregg Swem Library, The College of William and Mary and Jos Wanschers, Development Officer, Libraries, Massachusetts Institute of Technology along with the support and input of those present at the 2005 annual meeting of DORAL at Columbia University. The concept and original announcement concerning this project was shared at the 2005 ALADN Conference in New Orleans. [Over the past decade or more, those active in library development have loosely organized themselves in two professional organizations: DORAL (Development Officers of Research and Academic Libraries) and ALADN (Academic Library Advancement and Development Network). These two organizations provide educational opportunities for those interested in library development and also discussion forums for library development issues and ideas.] These results are based on data submitted by 90 of the 123 ARL member libraries (73%) by the deadline of April 20, 2006. The survey's introductory text and questions are reproduced below, followed by the response data and selected comments from the respondents.

The term "library development" conjures several different meanings for library professionals. For some, library development refers to the building of library collections; for others, it is any activity related to building the library, itself. For the purposes of this survey, library development refers to the strategic raising of financial support to benefit the needs and priorities related to programs, facilities, projects, and services within a research library. Over the past twenty years, library development has become increasingly more specialized. Depending upon the institution, library development can include annual giving, major giving, deferred giving, corporation and foundation relations (of which grant writing may be a component), public (and/or external) relations, event management, and other services.

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BACKGROUND

1. Does your library have a formal library development program? N=90

Yes	83	92%	
No	7	8%	Please submit the survey now.

    If yes, please indicate which of the following components is a part of the program. Check all that apply. N=83

A fundraising professional assigned to raise money for the library	83	100%
Printed giving materials	76	92%
Direct mail on behalf of the library's fundraising priorities	71	86%
Phonathon on behalf of the library's fundraising priorities	50	60%
A friends of the library organization	50	60%
A history of private support in excess of $500,000 per year	47	57%

    *If your library development program has **at least 3** of these components, please complete the survey.* N=80

    *If your library development program has **fewer than 3** of these components, please submit the survey now.*

2. Please indicate the year the formal library development program at your library began. (This should coincide with the hire date of the first chief library development officer (LDO) including one who worked less than full-time.) N=74

Year Formal Development Program Began

	<1980	1980–84	1985–89	1990–94	1995–99	2000–04	>2004
N	5	6	14	16	19	11	3
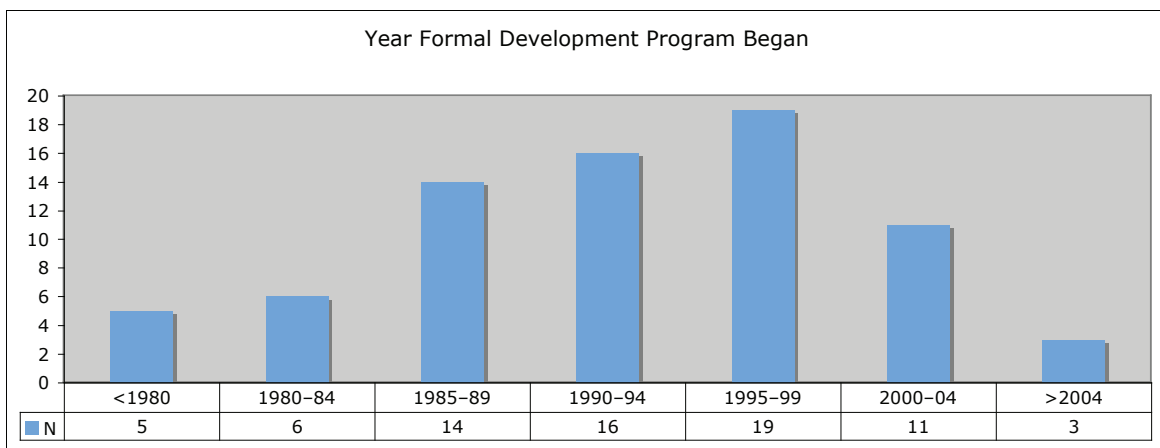
3. Is there an institutional limit on the number of managed prospects the library is assigned?
   N=79

Yes	8	10%
No	71	90%

If yes, please supply the limit number.

Number of Prospects	N
100	1
150	2
190	1
200	2
300	1

Selected Comments from Respondents

Limit

"100: It's a soft limit."

"150: It is the same for all units."

"200: Varies at times."

"200: We are now looking at a smaller prospect list around 100 people."

"300: Whereas we can go after as many prospects as we can find, we each are 'principal' on 100. That includes the DOD, the Associate DOD and the Development Assistant. Being principal means managing the relationship the prospect has with the university."

No limit

"Donor has to demonstrate, through consistent giving to libraries, before donors are accepted. If donor has a split gift history, they are not assigned to the libraries."

"However, 150 is the preferred maximum."

"I don't know if there's a limit, honestly. I'd love to have the opportunity to bump up against it and find out."

"Institutional prospects, private foundations, and corporations require clearance from the University Foundation."

"Libraries may not solicit alumni unless alumni have a history of giving to libraries. Most gifts are initiated by donors."

"Library prospects and suspects have been identified using a predictive model. Most of the top library prospects are also university prospects in which the library collaborates with university prospect managers to gain access on our behalf. This is an evolving process."

"Library prospects are cultivated in partnership with the Development Officers from the colleges and coordinated through central development."

"Library supports central development initiatives."

"Only specification is that it should be approximately 100–200 but no limit."

"Prospects, that is, students and alumni, are given first priority to each of the colleges."

"The number of assigned prospects is largely determined by central development and fluctuates depending on the priority level of the libraries."

"This is currently being assessed for all university development units by University Development."

"[The university] does not assign prospects. We have a clearance process that determines who gets to ask for gifts over $25k. We can solicit current and past donors and library science alumni for gifts <$25k."

"[The university] has an 'open cultivation' system where any unit can approach any donor if the ask is less than $25,000."

4. Please indicate what level of access the library has to the following donor groups/populations for solicitation purposes. N=79

	N	Unlimited N=73		Limited/Special Projects N=73		Never N=62	
		N	%	N	%	N	%
Current fiscal year donors to library	79	62	79%	16	20%	1	1%
Lapsed fiscal year donors to library	79	62	79%	16	20%	1	1%
Library faculty and staff	78	59	76%	12	15%	7	9%
Retired library faculty and staff	78	59	76%	15	19%	4	5%
Unaffiliated prospects/donors	78	51	65%	25	32%	2	3%
Lapsed fiscal year donors to other institution areas	78	16	21%	50	64%	12	15%
Undergraduate alumni	78	13	17%	54	69%	11	14%
Non-donors (never givers) to other institution areas	77	32	41%	36	47%	9	12%
Retired university faculty and staff	77	21	27%	47	61%	9	12%
Parents/grandparents of current students	77	15	20%	44	57%	18	23%

Current fiscal year donors to other institution areas	77	13	17%	51	66%	13	17%
Graduate alumni	76	14	18%	56	74%	6	8%
University trustees	76	6	8%	42	55%	28	37%
University faculty and staff	74	14	19%	49	66%	11	15%
Current students	72	11	15%	30	42%	31	43%
Parents/grandparents of alumni	71	14	20%	32	45%	25	35%
Other potential donor group	45	24	53%	16	36%	5	11%

Please describe other group.

Selected Comments from Respondents

Unlimited Access

"Anyone we wish to solicit with no university affiliation such as people from the community who attend library events."

"Area businesses or organizations, if project is appropriate to that group."

"Bibliophilic groups such as the Grolier Club, American Trust for the British Library, and the like."

"Book groups, bibliophiles, collectors, etc."

"Community Borrowers."

"Corporations, foundations (government, private)—no exclusions."

"Exchange/purchase of lists from similar institutions is under discussion."

"Foundations, trusts, granting agencies, etc."

"Friends of the Libraries receive yearly renewal letters."

"Local community unaffiliated with the university."

"Members and potential members of friends groups."

"Members of Fellows Society without assigned prospect managers."

"Members of various literary and bibliophilic societies in the city."

"Must be cleared centrally and aligned with approved funding priorities."

"Unaffiliated community members, researchers, booksellers."

Limited/Special Projects

"Arts groups, with permission of Institutional Advancement."

"Community library card holders."

"Corporate and foundation donors/prospects."

"Foundations and corporations, with clearance."

"If there is library interest or connection."

"Local bibliophiles with manager's approval."

"Not managed by anyone else."

"The library has one program suitable for corporate underwriting and we are trying to develop a program."

LIBRARY DEVELOPMENT PROGRAM STAFFING

5. Please indicate the number and FTE of fundraising professionals who raise funds **solely** for your library—include the LDO, but do not include the library director or support staff. N=80
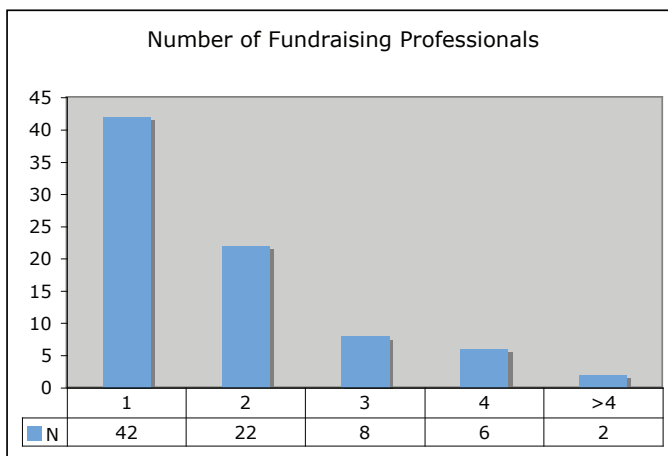
Number of Fundraising Professionals N=80

Minimum	Maximum	Mean	Median	Std Dev
1	43	2.3	1	4.7

Fundraising Professionals FTE

	<1	1	1.1–1.9	2	2.1–2.9	3	>3
N	21	28	10	10	3	5	4
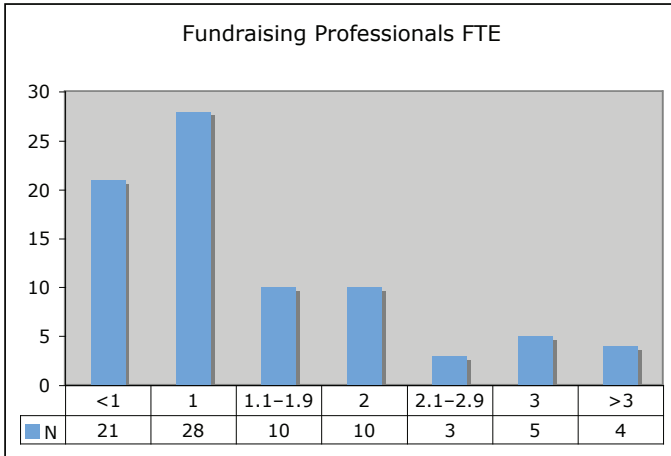
FTE of All Fundraising Professionals N=80

Minimum	Maximum	Mean	Median	Std Dev
.2	43	1.9	1	4.7

FTE at Libraries with One Fundraising Professional N=42

Minimum	Maximum	Mean	Median	Std Dev
.2	1	.8	1	.2

FTE at Libraries with Two Fundraising Professionals N=22

Minimum	Maximum	Mean	Median	Std Dev
.2	2	1.5	1.5	.6

FTE at Libraries with Three Fundraising Professionals N=8

Minimum	Maximum	Mean	Median	Std Dev
1.5	3	2.6	2.9	.6

FTE at Libraries with Four Fundraising Professionals N=6

Minimum	Maximum	Mean	Median	Std Dev
1.4	4	2.7	2.7	.9

FTE at Library with Six Fundraising Professionals　　　　One respondent with 4.9 FTE

FTE at Library with Forty-three Fundraising Professionals　　　　One respondent with 43 FTE

6. Beginning with the position that is considered the chief LDO, please list job titles for all the fundraising professionals counted above, indicate the percentage of their time spent on library fundraising (for example: Annual Giving Director, 100%; Director of Development, 100%; Direct Mail Coordinator, 75%, etc.), and enter the title of the person(s) to whom each position reports. N=80

Library Fundraising Time %

	N	Minimum	Maximum	Mean	Median	Std Dev
Chief LDO	80	10%	100%	84.2%	100.0%	24.5
Position 2	38	10%	100%	69.2%	75.0%	33.3
Position 3	16	10%	100%	70.9%	87.5%	34.3
Position 4	8	20%	100%	75.0%	100.0%	35.5
Position 5	2	100%	100%	100.0%	100.0%	—
Position 6	2	80%	100%	90.0%	90.0%	14.1
Position 7	1	100%	—	—	—	—
Position 8	1	100%	—	—	—	—

One Fundraising Professional N=42

% Time	Chief LDO Title	Reports to
20	Director, Communications and Development	University Librarian
33	Donor Liaison	Director of Principal Gifts
50	Director of External Relations	Vice Provost for Libraries
50	Assistant to the Director	Director of Libraries
50	Director of Constituent Development	Dean of Libraries (and Executive Director, Constituent Development)
50	Development Officer	Dean
50	Director of Development and Communication	Director of Libraries and Asst Vice Chancellor for Advancement
50	Development Officer	Dean & Director of Libraries and VP for Development
50	Alumni Development Officer	Library/Development
50	Chief Development Officer	VP Development
70	Director of Development—University Libraries	Senior Director of Arts and Sciences
75	Senior Director of Development	Exec. Dir., Gift & Leadership Planning
75	Library Advancement Officer	Director of Libraries

75	Director of Advancement	Senior Director of Advancement, Central Advancement Office
80	Communications Specialist	Public Relations Officer
90	Development Coordinator	Dean of Libraries/Exec. Dir. of Development
95	Director of Development	Vice Provost Libraries, Computing & Technology and Vice President University Development
100	Development Officer	Dean of Libraries/Central Development
100	Director of Development	Dean and AVP-Foundation
100	Director of development	University Librarian
100	Director of Library Development & Outreach	University Librarian and Central Development
100	Director of Development	Director of Libraries and Associate Director of Foundation
100	Director of Advancement	AVP Advancement—Schools and Colleges and AUL for Administration, Development, and Human Resources
100	Director of Development	University Librarian/Central Development
100	Director of Development	University Librarian
100	Director of Development for Libraries	University Librarian & University Foundation Director of Development
100	Director of Development	Dean of Libraries
100	Director, Development	VP of Development/Dean of Libraries
100	Library Development Officer	Director of Libraries and Central Development Office
100	Major Gifts Officer	Director of Libraries and the Director of University Development
100	Director of Development	University Librarian
100	Director of Development	Library Director and Associate Vice Chancellor for Development—University Programs
100	Director of Library Development	
100	Director of Library Advancement	Exec. Director of Principal Gifts
100	Development Director	University Librarian & Major Gifts VP at the Foundation
100	Library Development Officer	Library Dean and VP University Advancement
100	Director of Development	Dean
100	Director of Development	Associate Vice-Chancellor for Development
100	Library Development Officer	Assistant VP of Development for University Programs
100	Director of Development	Director of Libraries

% Time	Position Title	Reports to
100	Manager, Library Communications and Development	University Librarian
100	Assistant Dean	Dean, Library System

Two Fundraising Professionals N=22

% Time	Position Title	Reports to
10	Library Development Officer	University Librarian
10	Library Communications Officer	University Librarian
20	Senior Director of Regional Development and Libraries	Foundation Vice President
20	Development Assistant	Foundation Vice President
20	Gift Planning Director	Vice President for Gift Planning
45	Public Relations Coordinator	University Librarian
50	Development and Outreach Librarian	Dean of Libraries
50	Director of Development	University Foundation
50	Director of Development	University Librarian
75	Assistant Director of Development	Director of Development
75	Director of Development	Director of Colleges & Units
25	Development Assistant	Director of Library Development
75	Executive Director of Development and External Relations	Dean of Libraries
25	Associate Director of Development and External Relations	Executive Director of Development and External Relations
84	Director of Advancement	Deputy Associate Chancellor for Development and University Librarian
40	Associate Director of Development	Director of Advancement
95	Executive Director	University Librarian
20	Development Officer	Resource Development

100	Director of Development	Associate Vice President, Alumni Relations and Development
50	Director of Library Public Relations	Assistant University Librarian for Technical Services

100	Constituency Development Office	Dean
50	Publications Editor	Dean

100	Senior Director, Development and External Relations	Dean of Libraries
50	Associate Director, Development and External Relations	Director, LDERS

100	Director of Development	University Librarian
75	Friends/Events Coordinator	Director of Development

100	Associate Director, Advancement	Chief Librarian
75	Director of Special Projects	Chief Librarian

100	Associate Dean for External Relations	Library Dean, and Vice President of the University Foundation
100	Program Coordinator	Associate Dean for External Relations

100	Director of Development	University Librarian & Executive Director of Development
100	Associate Director of Development	Director of Development

100	Director of Development	Director of Libraries
100	Development Officer	Director of Development

100	Director of Library Development	University Librarian
100	Associate Director of Development	Director of Development

100	Director of Development	Director of Libraries
100	Development Associate	Director of Development

100	Development Officer	Central Development
100	Development Officer	Library Director

% Time	Position Title	Reports to
100	Director of Development	Exec. Director of Development (Central Development) with dotted line to Dean of Libraries
100	Associate Director of Development	Director of Development

% Time	Position Title	Reports to
100	Chief Development Officer	Vice Provost and Director
100	Major Gifts Officer	Vice Provost and Director

Three Fundraising Professionals N=8

% Time	Position Title	Reports to
100	Director of Development	Chief Librarian/Vice-Provost
25	Associate Director of Libraries (Bibliographic Services)	Library Director
25	Head Admin. Access Services Librarian	Library Director

100	Director of Development	VP for Development
50	Communications Manager	Director of Development
50	Annual Fund Coordinator	Director of Development

100	Development Director	University Librarian
100	Development Generalist	Development Director
50	Development Generalist	Development Director

100	Director of Development	Executive Director of External Affairs
100	Associate Director of Development	Director of Development
100	Assistant Director of Development	Director of Development

100	Director of Development	Library Director
100	Associate Director of Development	Director of Development
100	Development Associate	Director of Development

100	Director of Development	University Development
65	Assistant to the Dean for Marketing and Grant Writing	Library Dean/ Director of Development
65	Assistant to the Dean	Library Dean

	100	Director of Development	University Librarian and University Development Office
	100	Annual Fund/Special Events Officer	Director of Development
	100	Grants Development Officer	Director of Development

	100	Assistant Dean of Development	Dean of University Libraries
	100	Senior Associate Dean of Development	Assistant Dean of Development
	100	Associate Dean of Development	Assistant Dean of Development

Four Fundraising Professionals N=6

% Time	Position Title	Reports to
20	Associate Executive Director Public Programs	Executive Director of Libraries
100	Director of Donor Relations	Associate Executive Director Public Programs
50	Director of Special Events	Associate Executive Director Public Programs
100	Director of Major Giving	Associate Executive Director Public Programs

50	Associate University Librarian for Philanthropy	Library Director
20	Grants, Sponsored Programs & Instructional Services Librarian	Associate University Librarian for Philanthropy
100	Director of Annual Giving	Associate University Librarian for Philanthropy
100	Coordinator of Special Events	Associate University Librarian for Philanthropy

75	Director, Communication & Development	Dean
50	Project Librarian	Director, Communication & Development
50	Project Librarian	Director, Communication & Development
30	Special Collections Director	Dean

100	Senior Development Manager	Chief Librarian/VP Alumni Affairs and Development
10	Annual Giving Director	VP Alumni Affairs and Development
10	VP Alumni Affairs and Development	Provost
20	Annual Giving Assistant	Annual Giving Director

100	Director of Development	University Librarian
100	Major Gifts Officer	Director of Development
100	Coordinator, Development	Director of Development
50	Communications Coordinator	Director of Development/ University Librarian

% Time	Position Title	Reports to
100	Director of Development	Dean
100	Associate Director of Development	Director of Development
100	Events/Marketing Manager	Director of Development
100	Government Grants Officer	Director of Development

Six Fundraising Professionals N=1

% Time	Position Title	Reports to
100	Senior Director of Development and Public Affairs	University Librarian/Associate Chancellor for Development
100	Director of Development/Chicago	Senior Director of Development and Public Affairs
10	Associate Director of Development/ Publications and Public Affairs	Senior Director of Development and Public Affairs
100	Associate Director of Development/Donor Research & Data Management	Senior Director of Development and Public Affairs
100	Associate Director of Development/ Annual Funds and Library Friends Board	Senior Director of Development and Public Affairs
80	Visiting Associate Director/Special Events and Library Liaison	Senior Director of Development and Public Affairs

Forty-three Fundraising Professionals (top 8 positions) N=1

% Time	Position Title (top 8 positions)	Reports to
100	Senior Vice President for External Affairs	President
100	Vice President for Development	Senior Vice President for External Affairs
100	Director, Individual Giving	Vice President for Development
100	Director, Foundations and Government Grants	Vice President for Development
100	Director of Development Services	Vice President for Development
100	Director, Corporate Relations	Vice President for Development
100	Director of Planned Giving	Vice President for Development
100	Director, Membership and Public Affairs	Senior Vice President for External Affairs

7. Please indicate the salary for the positions listed above and describe the salary's funding source (e.g., line item salary, soft funding—raised through private support, joint salary between university development and library, endowed funds, etc.) N=66

Salary	N	Minimum	Maximum	Mean	Median	Std Dev
Chief LDO	66	$14,732	$125,000	$72,124	$70,500	20.5
Position 2	27	$12,500	$110,000	$54,097	$55,000	21.5
Position 3	11	$20,000	$75,000+	$46,175	$45,309	13.4
Position 4	6	$40,000	$80,000	$55,485	$47,883	17.5
Position 5	2	$43,428	$75,000+	$59,214	$59,214	22.3
Position 6	2	$37,789	$75,000+	$56,395	$56,395	26.3
Position 7	1	$75,000+	—	—	—	—
Position 8	1	$75,000+	—	—	—	—

Funding Source

Chief LDO N=73

Joint	39
Library budget	20
Central development/Foundation	9
State funds	2
Library endowment	1
Voluntary student library gift	1
Private, soft funding	1

Position 2 N=33

Library budget	19
Joint	8
Central development/Foundation	3
State funds	1
Library endowment	1
Private, soft funding	1

Position 3 N=13

Library budget	8
Joint	2
Central development/Foundation	1
Library endowment	1
Private, soft funding	1

Position 4 N=6

Library budget	4
Library endowment	1
Private, soft funding	1

Position 5 & 6 N=2

Library endowment	1
Private, soft funding	1

Position 7 & 8 N=1

Private, soft funding	1

8. If the salaries of any of the positions listed above are cost-shared with another department (such as university development), please indicate the department and the percentage of the salary the department covers. N=36

Chief LDO N=36

Central development/Foundation N=33

Minimum	Maximum	Mean	Median	Std Dev
40%	84%	52.5%	50.0%	9.2

Other:

Faculty of Graduate Studies	50%
Graduate School and Provost	33% each
Honors College and Development	25% and 50%, respectively

Position 2 N=7

Central development/Foundation N=6

Minimum	Maximum	Mean	Median	Std Dev
50%	75%	58.3%	50.0%	12.9

Other:

    Friends of the Library   50%

Position 3 N=2

    Friends of the Library   50%

    University Development   50%

9. Please indicate the highest degree completed by the position holder. If that degree is other than an MLS/MLIS, indicate whether the incumbent holds an MLS/MLIS. N=77

	N	MLS/MLIS	
		Yes N=18	N N=64
Chief LDO	76	14	62
Position 2	31	5	26
Position 3	15	2	13
Position 4	7	2	5
Position 5	2	—	2
Position 6	2	1	1
Position 7	1	—	1
Position 8	1	—	1

HIghest Degree Completed N=77

		Diploma	Bachelors	Masters	MLS/MLIS	MBA	PhD	JD
	N	2	45	24	17	7	2	3
Chief LDO	74	—	29	22	14	5	2	2
Position 2	29	1	18	3	4	1	2	—
Position 3	13	—	8	2	2	1	—	—
Position 4	6	1	2	1	2	—	—	—
Position 5	2	—	2	—	—	—	—	—
Position 6	2	—	1	—	1	—	—	—
Position 7	1	—	—	—	—	—	—	1
Position 8	1	—	1	—	—	—	—	—

Programs with One Fundraising Professional N=39

	Chief LDO
Bachelors	19
Masters	11
MLS/MLIS	7
PhD	2

Programs with Two Fundraising Professionals N=21

	Chief LDO	Position 2
Diploma	—	1
Bachelors	6	12
Masters	5	1
MLS/MLIS	4	2
MBA	3	—
JD	2	—

Programs with Three Fundraising Professionals N=8

	Chief LDO	Position 2	Position 3
Diploma	—	—	—
Bachelors	2	3	5
Masters	2	—	—
MLS/MLIS	2	—	1
MBA	2	1	—
PhD	—	2	—

Programs with Four Fundraising Professionals N=5

	Chief LDO	Position 2	Position 3	Position 4
Diploma	—	—	—	1
Bachelors	1	3	3	2
Masters	3	—	—	—
MLS/MLIS	1	2	1	1
MBA	—	—	1	—

Program with Six Fundraising Professionals N=1

	Chief LDO	Position 2	Position 3	Position 4	Position 5	Position 6
Bachelors	—	—	—	—	1	—
Masters	1	1	1	—	—	—
MLS/MLIS	_	—	—	1	—	1

Program with Forty-three Fundraising Professionals (top 8 positions) N=1

	Chief LDO	Pos 2	Pos 3	Pos 4	Pos 5	Pos 6	Pos 7	Pos 8
Bachelors	1	—	—	—	1	1	—	1
Masters	—	1	1	1	—	—	—	—
JD	—	—	—	—	—	—	1	—

10. For each position listed above, please estimate the percentage of time spent on the following activities. (For each position, percentage should total 100%). N=78

The following definitions may serve as guidelines for specific duties:

Annual Giving—direct mail, phonathons, Web giving; typically less than $10,000
Special Events—donor events, galas, book signings, etc.
Donor Relations—stewardship reports, endowment reports, etc.
Major Gifts—individual meetings and proposals; typically more than $10,000
CFR—Corporation and Foundation Relations, includes grant writing
Friends/Board Management—oversight of volunteer structure
Staff and Office Management—policies, procedures and human resources
Other—any responsibility not listed above; please explain

Percent of time spent on:

Annual Giving N=67

	N	Minimum	Maximum	Mean	Median	Std Dev
Chief LDO	64	2%	50%	11.3%	5.0%	9.4
Position 2	20	5%	100%	30.6%	22.5%	24.9
Position 3	9	5%	75%	36.4%	33.0%	19.6
Position 4	2	10%	100%	55.0%	55.0%	63.6
Position 5	2	16%	60%	38.0%	38.0%	31.1
Position 6	1	10%	—	—	—	—
Position 7	1	33%	—	—	—	—
Position 8	1	25%	—	—	—	—

Special Events N=75

	N	Minimum	Maximum	Mean	Median	Std Dev
Chief LDO	69	4%	60%	14.7%	10.0%	11.6
Position 2	25	4%	100%	23.4%	15.0%	22.6
Position 3	12	5%	75%	29.0%	22.5%	19.9
Position 4	5	5%	95%	31.6%	15.0%	37.0
Position 5	2	10%	16%	13.0%	13.0%	4.2
Position 6	1	40%	—	—	—	—
Position 8	1	25%	—	—	—	—

Donor Relations N=73

	N	Minimum	Maximum	Mean	Median	Std Dev
Chief LDO	69	5%	60%	18.1%	15.0%	12.5
Position 2	23	4%	50%	21.1%	20.0%	15.4
Position 3	10	5%	50%	18.5%	15.0%	13.6
Position 4	5	5%	50%	25.6%	25.0%	17.2
Position 5	2	10%	16%	13.0%	13.0%	4.2
Position 6	2	20%	33%	26.5%	26.5%	9.2
Position 7	1	34%	—	—	—	—
Position 8	1	25%	—	—	—	—

Major Gifts N=74

	N	Minimum	Maximum	Mean	Median	Std Dev
Chief LDO	72	5%	100%	35.4%	32.5%	20.0
Position 2	17	5%	100%	50.4%	45.0%	31.2
Position 3	3	10%	100%	45.0%	25.0%	48.2
Position 4	3	5%	100%	46.3%	34.0%	48.7
Position 5	1	16%	—	—	—	—
Position 6	1	10%	—	—	—	—
Position 7	1	33%	—	—	—	—

CFR N=46

	N	Minimum	Maximum	Mean	Median	Std Dev
Chief LDO	43	1%	30%	8.7%	5.0%	5.9
Position 2	14	5%	50%	17.9%	13.0%	12.0
Position 3	3	5%	85%	35.0%	15.0%	43.6
Position 4	3	10%	50%	23.3%	10.0%	23.1
Position 5	1	16%	—	—	—	—
Position 6	1	34%	—	—	—	—

Friends/Board Management N=54

	N	Minimum	Maximum	Mean	Median	Std Dev
Chief LDO	50	2%	50%	12.3%	10.0%	8.6
Position 2	13	1%	70%	18.4%	15.0%	17.8
Position 3	5	10%	40%	25.0%	25.0%	11.2
Position 5	2	20%	20%	20.0%	20.0%	—
Position 6	1	34%	—	—	—	—
Position 8	1	25%	—	—	—	—

Staff and Office Management N=62

	N	Minimum	Maximum	Mean	Median	Std Dev
Chief LDO	61	2%	100%	11.8%	10.0%	13.7
Position 2	10	2%	30%	10.2%	7.5%	8.6
Position 3	4	10%	75%	30.0%	17.5%	30.8

Other Activities N=33

	N	Minimum	Maximum	Mean	Median	Std Dev
Chief LDO	26	3%	50%	14.1%	10.0%	12.7
Position 2	9	14%	80%	37.1%	30.0%	20.8
Position 3	8	10%	90%	31.8%	30.0%	25.3
Position 4	3	40%	95%	65.0%	60.0%	27.8
Position 6	1	20%	—	—	—	—

Please explain other activities.

Chief LDO

3%   Professional development and community events

4%   Research, strategic planning

5%   University development meetings; Communications activities; Miscellaneous meetings, general library administration; Committees, task forces; Library administration and public relations

10%   Library cabinet/strategic planning; Outreach; Researching, preparing briefing documents, donor giving history, entering contact reports, etc.; Communications; Community outreach

15%   Newsletter, acknowledgments, meetings, planning and follow up to trips; Marketing/communications, libraries meetings, foundation meetings

20%   Public relations and communications; Communication, publications; Committees, professional outside activities, publications

30%   Administrative

50%   Solicit gifts/new prospects; Director of a separate university institute

Position 2

14%   Newsletter, acknowledgments, meetings, follow up to trips

15%   Identify new prospects; Public relations

25%   Development publications

30%   Publications that update donors on library activities; Publications/media relations

40%   Communications, newsletter, special letters

50%   Grants and publications/newsletters

80%   Federal grants/sponsored programs (30%), volunteer management—administration & training (50%)

Position 3

10%   Donor recognition, gifts; Fulfillment; Web site, position is half time

20%   Research & database management

30%   Record keeping and research related to development; Gift processing, stewardship data maintenance, coordination of commemorative book plating; Development publications

90%   Publications and public relations for the library

Position 4

40%   Research and data management

60%   Communications, case statements, etc.

95%   Government grants

Position 6

20%   Faculty liaison

11. **Please indicate who provides administrative support to the chief LDO. For each applicable category of support staff also enter the number of individuals and total FTE. Check all that apply. N=77**

A full-time administrative staff member who reports directly to the LDO	35	45%
LDO has access to administrative support, but does not provide supervision	34	44%
Student employees	23	30%
A part-time administrative staff member who reports directly to the LDO	22	29%
Other staff category	12	16%

Please describe other staff category.

Selected Comments from Respondents

"A full-time administrative staff member who reports to the Director of Libraries." (1 staff, .50 FTE)

"Grants writing manager and Director of Communications and Marketing."

"Graphic Artist." (1 staff, 1 FTE)

"Marketing and Communications Specialist."

"PR Officer and graphic design staff." (2 staff, 2 FTE)

"Publications coordinator." (1 staff, .10 FTE)

"Publications/proposals/graphic projects." (1 staff, 1 FTE)

"Senior Writer works full time for libraries but is outsourced through Marketing Communications Office. He coordinates all libraries marketing materials, newsletters, brochures, etc." (1 staff, 1 FTE)

"Staff from Librarian's Office, as needed."

"Staff in the Department of Development provided support including prospect research, call centre activities, etc." (15 staff, 15 FTE)

"Three staff provide support to many donor liaisons."

"Uses AA of university librarian, if needed."

Number of Staff N=72

	N	Minimum	Maximum	Mean	Median	Std Dev
Full-time administrative staff	34	1	2	1.1	1.0	.3
Not supervised by LDO	30	1	3	1.7	2.0	.6
Part-time administrative staff	21	1	2	1.1	1.0	.3
Student employees	19	1	3	1.4	1.0	.7
Other staff category	7	1	15	3.1	1.0	5.2

Total FTE N=65

	N	Minimum	Maximum	Mean	Median	Std Dev
Full-time administrative staff	34	1.00	2	1.10	1.00	.3
Not supervised by LDO	23	.15	3	1.06	.50	.9
Part-time administrative staff	17	.33	1	.64	.50	.2
Student employees	16	.10	2	.56	.50	.5
Other staff category	7	.10	15	2.94	1.00	5.4

12. How many chief LDOs have there been since the program began? N=79

LDOs Since Program Began

	1	2	3	4	5	6	7	8
N	20	13	14	20	6	4	1	1
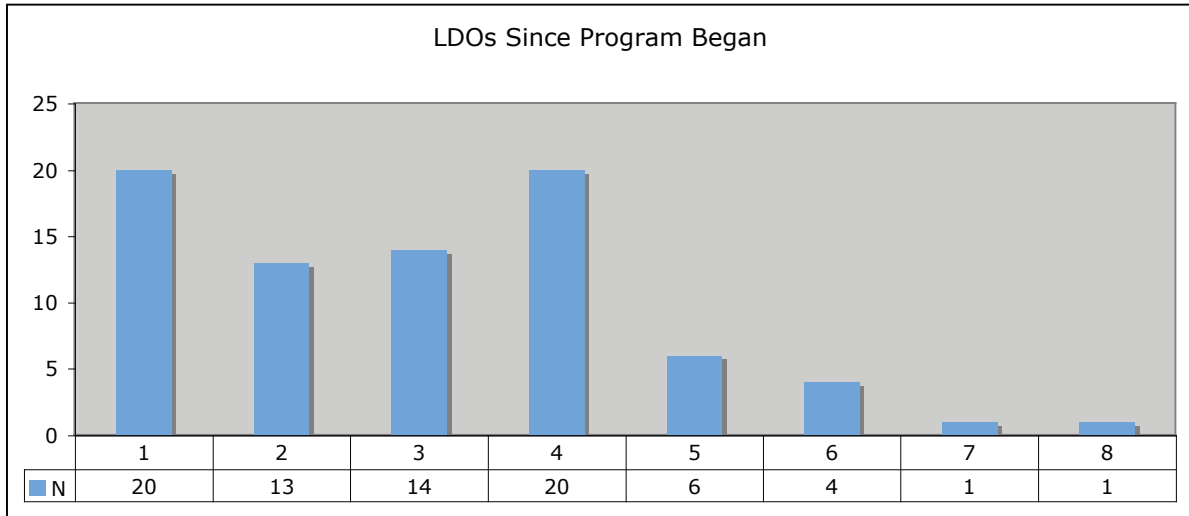
Minimum	Maximum	Mean	Median	Std Dev
1	8	3.0	3.0	1.7

13. Please indicate how long the current chief LDO has held this position at your library and how long in total this individual has held a chief LDO position at any library. N=76

	N	Minimum	Maximum	Mean	Median	Std Dev
Years as LDO at this library	76	.25	18	4.3	3.0	4.0
Total years as LDO	75	.25	28	5.5	3.0	5.6

	N	<1	1–2	3–4	5–6	7–8	9–10	>10
Years as LDO at this library	76	7	25	19	6	7	6	6
Total years as LDO	75	6	19	20	7	8	5	10

14. **What position did the current chief LDO hold before taking this position? N=78**

Another fundraising position at the institution, but not within the library	26	33%
Another fundraising position not in higher education or libraries	16	21%
A position in another higher education development program	6	8%
A non-fundraising-related position within the library	6	8%
A similar position in another library development program	4	5%
A different position within this library development program	4	5%
Other	16	21%

Please describe other previous position.

Selected Comments from Respondents

"Corporate hospitality sales."

"Lawyer with involvement in fundraising at the firm. Developed United Way program for firm."

"Corporate philanthropy."

"Senior consultant with national campaign management firm."

"Major gifts officer overseeing two-year special project connected to 1M$+ library capital campaign."

"Business owner."

"Non-fundraising position in another library organization."

"This was a career change. I was a tax consultant with lots of prospect cultivation experience."

"Social worker."

"Vice President for Development (art, history & children's museum)."

"Immediately prior: practice of law; before that, development at another higher education development program."

"Executive director of local chapter of the American Red Cross—included fund raising."

"Director of Special Events at university."

"Museum curator."

"Corporate librarian."

"Government publications specialist/reference."

15. Is the chief LDO a member of the library director's executive cabinet or similar group? N=78

Yes	34	44%
No	44	56%

Selected Comments from Respondents

Yes

"The LDO meets weekly with the library director and AUL. She meets monthly or as needed with the Senior Administrative Group."

"Administrative Council."

"Member of the Libraries Management Advisory Committee."

"Senior staff comprises department heads and directors of libraries in central library system."

"Reports to the university librarian's office."

No

"LDO meets weekly with university librarian and an assistant to the university librarian who has responsibility for library donor relations."

"Is not a member of the Administrative Cabinet made up of dean, associate deans, information technology officer, head of business services, and head of human resources."

"The chief LDO is a member of a secondary governing group called Library Council."

"The LDO is a member of the executive staff committee of the Vice Provost Libraries, Computing & Technology."

"Occasional participant."

"Is a member of the Library Council."

"Attends occasional meetings."

"Is frequently invited to report to this group."

"The development officer's supervisor is a member of that group."

"The libraries have a Library Development Committee which consists of the LDO, dean, associate dean for collections, head of special collections, director of communications, and other library staff. The Library Development committee is not the executive cabinet."

"Is not a library employee."

16. Is the chief LDO a member of/participant in a department heads committee, roundtable, or equivalent? N=78

Yes	47	60%
No	31	40%

Selected Comments from Respondents

Yes

"Department heads, faculty: attend occasional meetings."

"Is a member of the Dean's Council made up of dean, associate deans, information technology officer, department heads, and LDO."

"LDO is a member and participant of the Library Management Group."

"Library Council."

"Library Management Council."

"Is a member of Strategic Planning Group and Staff Management Group."

"Only monthly meeting."

No

"Not a group in our library."

"Does answer directly to library director."

"LDO is welcome to attend any library meeting by prior arrangement."

"Reports to the university's fundraising organization."

"She could be but does not wish to be—is out seeing potential donors."

"The LDO attends executive staff committee meetings held by Vice Provost Libraries, Computing & Technology."

LIBRARY DIRECTOR'S ROLE IN DEVELOPMENT

17. Does the institution require the library director to spend a particular amount of time on fundraising activities in the course of a typical year? N=78

Yes	23	29%
No	55	71%

If yes, please indicate the number of hours OR percentage of time required. N=19

Percentage of time N=19

Minimum	Maximum	Mean	Median	Std Dev
5%	100%	41%	25%	37.0

Percentage of Time Required

|	5%	10%	15%	20%	25%	30%	—	50%	—	90%	100%
N	1	5	1	1	2	2	0	2	0	2	3
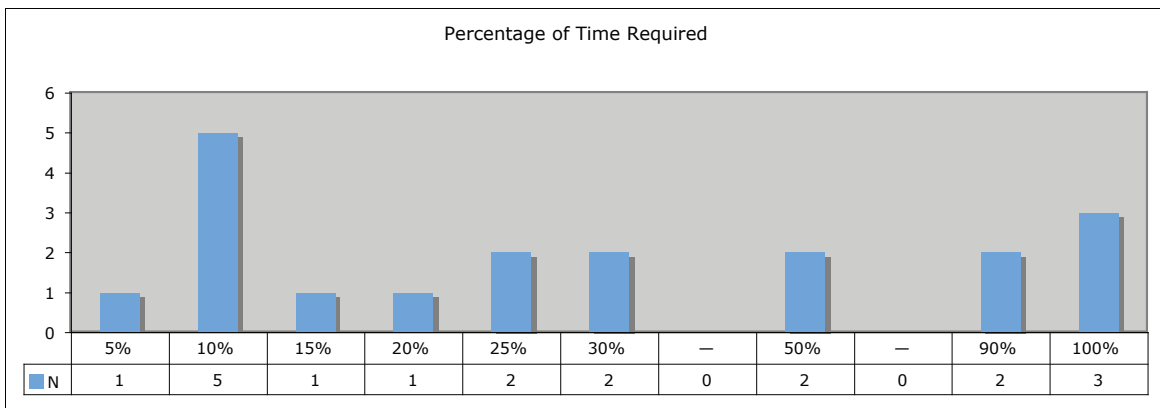
If no, please indicate the approximate amount of time the library director spends on fundraising activities in the course of a year. N=41

Hours N=3

Minimum	Maximum	Mean	Median	Std Dev
200	500	317	250	160.7

Percentage of time N=38

Minimum	Maximum	Mean	Median	Std Dev
5%	85%	26.5%	22.5%	18.4

Approximate Percentage of Time Spent

	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%	>50%
N	3	7	4	5	6	3	0	3	1	4	2
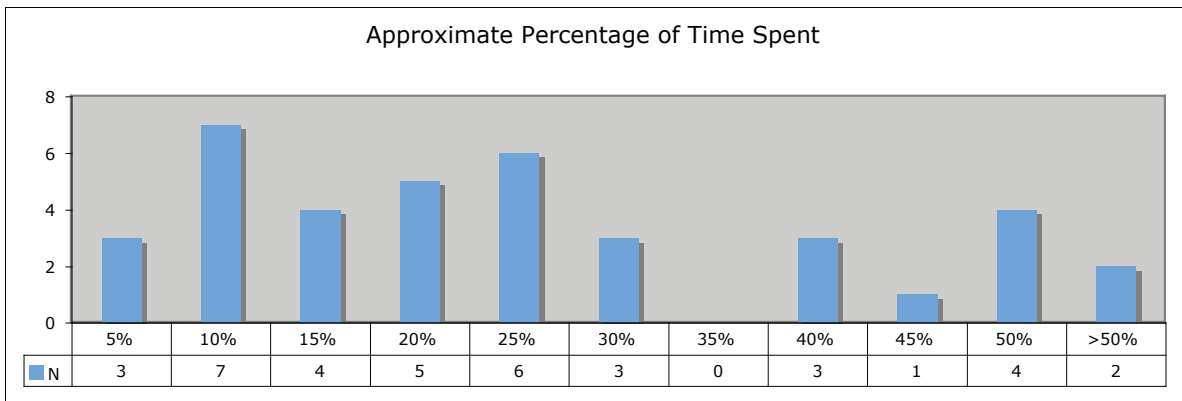
Selected Comments from Respondents

"We are in transition here. The outgoing library director spent approximately 20% of his time on fundraising activities. The newly hired director plans to spend a much higher percentage of her time on fundraising."

"Difficult to judge—fluctuates according to campaign priorities."

"Higher percentage during campaigns."

"Hours and percentage vary depending on whether or not there is a capital campaign underway."

"Library dean is available for consultation, meeting with donors, cultivation, and stewardship. Library dean is always available to close major gifts."

"The library director is very involved with fundraising and very willing to help with fundraising for the library's $100 million renovation project which has a $30M goal for private support."

"Our dean signs correspondence, appears at events, hosts special gatherings."

"The library director is involved in fundraising, because he wants to secure additional funding for libraries. However, there is no university policy requiring a percentage of time or hours."

"There is no fixed quota of time that is specified, but fundraising is an important part of the library director's time and that is expected by the institution."

"There is no official 'requirement' but there is definitely an expectation."

"There is no specific requirement of time—rather that the director be involved in raising funds for the library through strategic planning, involvement with donors, and direct asks."

"This number will increase as our dean of libraries has the opportunity to settle in. She's only been here for 7 months."

"We are about to enter the public phase of a campaign. The library's goal is very ambitious so the director is spending much more time on fundraising than she would if we were not in a campaign."

"Varies. Some months may be minimal with biweekly meetings with LDO. Other months may have special

donor events or 2–3 day trips to visit donors."

"We have a new dean who expects to engage fully in fundraising for the library. The amount of time she will be dedicating to this is still undetermined."

18. Please indicate if there is a minimum dollar amount expected before the library director participates in any of the following activities. If there is a minimum amount, please enter the amount. If the library director does not participate in the activity, check NA (not applicable). N=74

	Yes N=36	No N=66	NA N=15
Sign letters of correspondence (including electronic communications)	26	44	3
Presenting proposal	15	52	6
Closing a gift	14	53	6
Prospect strategy sessions	11	57	5
Initiate phone calls to donor prospects	11	55	7
Prospect meetings	6	58	9
Other activities	6	26	—

Please describe other activities.

Selected Comments from Respondents

"Birthday, anniversary, and memorial gifts."

"Development meetings with other units on campus, special events, public programs."

"Friends activities."

"Hosting or attendance at library development events."

"Interaction with advisory council and selected donors and prospects, as requested by development department or library advancement officer."

"Special events with university for donor cultivation."

"Visit with potential donors at library functions and donor-hosted functions."

"Volunteer boards."

If Yes, Minimum Dollar Amount N=32

	N	Minimum	Maximum	Mean	Median	Std Dev
Sign letters of correspondence	25	1	100,000	10,593	500	28,670
Presenting proposal	12	5,000	500,000	113,750	50,000	148,433
Closing a gift	10	5,000	500,000	81,500	25,000	149,519
Prospect strategy sessions	9	5,000	100,000	40,000	25,000	36,228
Initiate phone calls	9	5,000	500,000	110,000	25,000	165,114
Prospect meetings	5	5,000	50,000	31,000	25,000	19,170

19. Does the library director participate in fundraising calls **without** the presence of the chief LDO or other fundraising staff member? N=79

Yes	60	76%
No	19	24%

Selected Comments from Respondents

"But only occasionally and usually these are stewardship calls or calls that take advantage of the director's professional travel to a city where we have donors."

"But rarely."

"Generally, the occasions are arranged by the LDO."

"If the dean has known the people or they have talked to her about a large gift, she will visit them. Also, if there is a new prospect the dean will call or visit if deemed important."

"Just depends on the circumstances."

"Not usually, but in certain circumstances."

"Occasionally, but not often."

"Occasionally, depends upon donor and nature of gift; usually gifts of collections."

"Only if the LDO cannot attend and the call cannot be rescheduled, but not in the ordinary course of events."

"Only if there is a personal relationship with prospect and it is the first meeting to gauge interest."

"Only with long time supporters with whom she has a close personal relationship."

"Our dean has already been active meeting and cultivating prospects whom the CDO does not have access to."

"Sometimes when traveling."

"The dean makes calls individually and with other libraries staff without the LDO present but calls are recorded in database."

"The UL will make cultivation or stewardship visits, solo, as she travels for business."

"This is determined by the nature of the relationship with the donor or prospect, regardless of gift amount. In many instances, the library director is the primary contact."

"Time permitting, the library director meets with donors when he travels. Donor visits are encouraged when he is attending conferences, etc."

"We decide on a case-by-case basis which staff members are needed to make the call, make an ask, provide stewardship or close a gift."

"Yes, often the university president and the library director will go on a call together."

"[No, but] this is not a policy restriction, rather a practical procedure."

20. To whom does the library director report? N=78

Provost	52	67%
Associate/Deputy/Vice Provost	7	9%
Senior/Executive Vice Chancellor	3	4%
Chancellor	2	3%
Executive Vice President (academic)	2	3%
Vice President (academic)	1	1%
Associate Vice President (academic)	1	1%
Vice Chancellor	1	1%
Dean of the Faculty of Arts and Sciences	1	1%
Director of Development	1	1%
President and CEO of the Library	1	1%
Chancellor and Executive Vice Chancellor	1	1%
Chancellor and Provost	1	1%
President and Provost	1	1%
President and Vice President Academic	1	1%
Provost and Chief Information Officer	1	1%
Provost and VP for Operations/Budget	1	1%

21. Please indicate which of the following criteria are used to evaluate professional staff who work on library development. Check all that apply. N=72

(**Note**: moves are defined steps that bring a prospect closer to a gift; visits are personal interactions with a prospect; pipeline reports are tools used to analyze which stage in the development process a donor might be in—identification, cultivation, solicitation, or stewardship.)

	Chief LDO N=68	Library Director N=25	Other Staff N=26
Number of visits	61	2	14
Dollars raised	60	22	16
Number of asks/proposals	55	5	11
Overall dollar goal	51	20	11
Visits per month	44	4	12
Pipeline reports	43	1	13
Number of gift closures	42	6	10
Number of moves	41	2	9
Number of qualified donors	38	3	11
Assisting other units	34	6	8
Joint proposals	31	8	7
Moves per month	25	2	7
Other criteria	14	4	4

Please describe other criteria.

Selected Comments from Respondents

Chief LDO

"Program development, strategic planning."

"More subjective measures in relation to building relationships."

"Criteria are being established."

"Representing the university in gift discussions; supporting other Alumni Affairs & Development colleagues; participating in university-wide Alumni Affairs & Development programs."

"Planned Gift asks, number of volunteers."

"Attend events; report to the Foundation Board, attend DORAL and similar opportunities."

"Coordination with Central Development Office to secure clearances."

"Complete goals from annual plan."

"Ability to work with other development officers on campus."

"Leadership, management, collegiality, communication, teamwork."

"Identifying new donor prospects."

"Hosting events, recruiting volunteers."

"Strategy development and implementation."

Library Director

"Program development, strategic planning."

"Library director not directly evaluated in this area—more subjective measures in relation to building relationships."

"Criteria are being established."

Other Staff

"Criteria are being established."

"Developing two successful Advisory Council meetings per year; number of stewardship reports produced."

"Timely administrative support."

22. Please list the top three evaluation measures in order of their importance. N=68

Most Important	Chief LDO N=65		Library Director N=37		Other Staff N=24	
	N	%	N	%	N	%
Dollars raised	32	49%	20	54%	9	38%
Overall dollar goal	12	18%	7	19%	2	8%
Number of visits	6	9%	2	5%	2	8%
Number of asks/proposals	4	6%	—	—	2	8%
Visits per month	3	5%	—	—	—	—
Number of gift closures	2	3%	—	—	1	4%
Moves per month	2	3%	1	3%	—	—
Number of moves	1	2%	—	—	2	8%
Number of qualified donors	—	—	1	3%	—	—
Joint proposals	—	—	—	—	1	4%
Pipeline reports	—	—	—	—	—	—
Assisting other units	—	—	—	—	—	—
Other criteria	3	5%	6	16%	5	21%

Second Most Important	Chief LDO N=63		Library Director N=30		Other Staff N=22	
	N	%	N	%	N	%
Number of visits	14	22%	1	3%	3	14%
Number of asks/proposals	11	18%	4	13%	3	14%
Dollars raised	9	14%	7	24%	2	9%
Number of gift closures	7	11%	1	3%	1	4%
Overall dollar goal	6	10%	7	24%	1	4%
Visits per month	5	8%	1	3%	2	9%
Number of qualified donors	4	6%	1	3%	—	—
Number of moves	3	5%	2	6%	3	14%
Joint proposals	—	—	1	3%	—	—
Pipeline reports	—	—	—	—	2	9%
Assisting other units	—	—	—	—	—	—
Moves per month	—	—	—	—	—	—
Other criteria	4	6%	5	17%	5	23%

Third Most Important	Chief LDO N=58		Library Director N=24		Other Staff N=20	
	N	%	N	%	N	%
Number of gift closures	8	14%	5	21%	4	20%
Number of asks/proposals	8	14%	2	8%	1	5%
Dollars raised	6	10%	1	4%	1	5%
Visits per month	5	9%	1	4%	—	—
Pipeline reports	5	9%	—	—	1	5%
Number of visits	4	7%	2	8%	2	10%
Number of moves	4	7%	2	8%	1	5%
Number of qualified donors	4	7%	1	4%	3	15%
Assisting other units	4	7%	1	4%	1	5%
Overall dollar goal	2	3%	3	13%	—	—
Joint proposals	1	2%	—	—	1	5%
Moves per month	1	2%	—	—	—	—
Other criteria	6	10%	6	25%	5	25%

23. Who conducts the evaluation of the chief LDO and other library development staff? N=77

	Chief LDO N=77		Other Staff N=51	
	N	%	N	%
Combination	38	49%	2	4%
Library director	22	29%	6	12%
Institution's development department director	13	17%	7	14%
Library Development Officer	—	—	33	65%
Other person	4	5%	3	6%

Please explain combination.

Selected Comments from Respondents

Evaluates Chief LDO

"Accountability contracts are completed by the library director and the LDO at the beginning of the fiscal year, submitted to the Central Development Office, and the evaluation takes place at the end of the year based on contract."

"AVP-Schools and Colleges; library director and AUL."

"Central Development Department director conducts review with input from dean."

"Combo of PR officer (supervisor), library dean, and associate dean of development."

"Dean & Director of Libraries and VP for Development."

"Dean and Central Development supervisor."

"Deputy Associate Chancellor for Development and university librarian."

"Development department director consults with library director to prepare evaluation."

"Development director in consultation with library director."

"DOL & Foundation AVP do joint evaluation."

"Evaluated by the Dean of Libraries and the VP for Development."

"Evaluation conducted by library director and university development."

"Executive Director of Constituent Development, with input from Dean of Libraries and Dean of Honors College."

"Institution director consults with library director and DO, then prepares evaluation."

"Institution's development & library director."

"Institution's development department director with input from Dean of Libraries."

"Library director and Vice Provost."

"Library director and development."

"Library dean and Development VP."

"Library Dean and Vice President of the University Foundation."

"Library dean with advancement."

"Library director & I A Supervisor."

"Library director & institution's Head of Development."

"Library director and Associate Vice Chancellor for Development—University Programs."

"Library director and AVP in Central Development."

"Library director and foundation development director."

"Library director and university foundation executive director for development."

"Library director receives information from the DOD."

"Library director with input from the university's Campaign Director."

"Library director, Institutional development department director."

"Mostly the director/dean, but also the foundations vice president of development."

"Principal Gifts Director and institution's Development Director."

"Senior Director of Arts and Sciences consults with Dean of Libraries."

"Shared by library director and institution's development department director."

"University librarian and central development."

"Vice President University Development, Vice Provost Libraries, Computing & Technology, and Library Director."

Evaluates other staff

"Library Director and LDO evaluate other staff."

"University Librarian and Deputy Associate Chancellor for Development."

Please give title of other person who conducts evaluations of the chief LDO and other staff.

Selected Comments from Respondents

Evaluates Chief LDO

"Vice President, Strategic Initiatives."

"Director of Colleges & Units."

"Foundation vice president who consults with library director."

"President and CEO of the library."

Evaluates other staff

"Assistant University Librarian for Technical Services."

"University advancement."

LIBRARY COORDINATION WITH THE INSTITUTION'S DEVELOPMENT OFFICE

24. Is the library considered equal to other units/schools in the institution in terms of fundraising opportunities? N=78

Yes	41	53%
No	37	47%

Selected Comments from Respondents

Yes

"Libraries are equal to other campus units that do not have alumni, but not the same as colleges with alumni."

"Sometimes yes, sometimes no. Development priorities are university-wide priorities identified by the President."

"Technically yes, actually no."

"The university library is equal with the colleges of the university."

"With qualification: university is about to embark on capital campaign. The priorities for fundraising are weighted in favour of raising money for 'human capital,' i.e., scholarships, fellowships, and named chairs."

"Yes and no. We are the only unit who has to ask permission from other development officers to approach alumni who graduated from their colleges because no one graduates from the library. Therefore, our fundraising opportunities are somewhat limited."

No

"All divisions develop their respective funding initiatives which are approved by the Provost. Every division has access to the same resources. However, the library's access is somewhat limited due to lack of constituency base. A clearance process is in place for this purpose."

"Although library has no alumni, university allows student library employees to be considered alumni."

"Alumni belong to the schools and colleges."

"Budget for library fundraising is $7,000; much lower than schools fundraising programs; limited access to alumni."

"Colleges have first access to alumni."

"Each college 'owns' its graduates and no other unit is allowed to solicit them. Hence, the library has little access to most of our 250,000 alums. We have to find people who like libraries, who may not have any relationship to the institution, who will give to the libraries."

"Historically, the library has been one of the lowest fundraising units at the institution. There is a general institutional view that libraries are a service unit and are not appealing or exciting enough to really engage donor interest, especially over time. Libraries aren't doing what engineering, biosciences, or business are doing, and donors are more interested in giving to the visible and 'cutting edge' areas of the university."

"In some areas the library is considered at the same level as the faculties/schools (i.e., joint asks to centrally held accounts—corporations, etc.). However, the faculties/schools still want to be the lead in alumni participation and involvement. We are currently working to revise this approach."

"Library director is happy with part-time development director."

"Library is considered secondary to the schools and colleges."

"Library values as a priority and seems on lower footing with other colleges at current time."

"Most rich prospects and alumni have been assigned to individual college. Library fundraising has never considered as institutional priority."

"Not major priority, not even the top three of priorities."

"Potential donors and prospects severely limited by institutional advancement."

"School-based LDO have prospects assigned based on SEC holdings and other qualifications. Undergraduate degree is preference. Library gets 2nd ask or has to 'find' their own prospects."

"The hybrid advancement model assigns all alumni to the school or college that they graduated from. The library has had to identify its best prospects and convince schools and colleges that partnering with us will maximize potential donor support of the university. The university has been only modestly supportive of our library's development efforts."

"The image has improved, greatly, over the last 9 years, but there is still the stigma of not having an alumni base re: perception of ability to raise multi-million dollar gifts from individuals."

"The libraries are offered fewer prospects."

"The library does not have an established donor base of its own."

"The library has a very strong position, but is not equal to major schools."

"The library is equal to many of the other colleges and schools within the institution but there are several which receive higher priority."

"The library must gain clearance from school development officers in almost all cases before contacting a donor or prospect."

"The university priority is graduate studies."

"Theoretically yes, but library does not have automatic access to university alumni."

"There has been a history of libraries taking the backseat in fundraising, which is now changing with the libraries' increased profile on campus and success in fund raising and innovative programming. Theoretically, libraries are on par with other units."

"University priorities, and colleges with alumni take precedence."

"Very limited access to alumni."

"We are unable to access faculty graduates."

"We are working towards that end, but we are not there yet."

"We have a more limited pool of prospects; however, we are seen as a middle tier unit. We are equal to the smaller programs on campus—journalism, optometry, etc."

"I wouldn't say it is quite equal now but has improved over the last 10 years and has made remarkable

progress. For example, we are in the quiet phase of an upcoming campaign and the library is in the forefront this time. All the academic colleges are required to raise a certain percentage for the library as well as the library being featured as its own in the campaign."

25. **Who is assigned as staff liaison/manager/relationship coordinator for prospects who have an interest in the library? N=79**

Library development officer	70	88%
Library director	4	5%
Institution's development officer	2	3%
Other	3	4%

Please explain other position.

Selected Comments from Respondents

"Library development officer AND institution's development officer. Tracked prospects with library interest are assigned to an individual giving officer. Others with library interest are assigned to LDO."

"Library director and library development officer."

"All of the above depending on the situation."

26. **Is the chief LDO invited to participate in interdivisional strategy meetings about major prospects? N=76**

Occasionally	44	58%
Always	29	38%
Never	3	4%

If always or occasionally, who attends these meetings and how often are they held?

Selected Comments from Respondents

Occasionally

"Advancement staff; weekly."

"All development officers with interest in the prospect."

"All divisions who are cleared for the prospect are invited to the meeting."

"Always in relation to campaign meetings with deans & director of libraries. Meetings are held on a per need basis."

"Always with respect to prospects with any library connection."

"Arts & Sciences development team, prospect research staff; meetings are held ad hoc."

"Dean of Libraries, institution's Development Officer, LDO, 2–3 times per year."

"Depends on the prospect and the situation. At times, there are representatives from the faculties/schools and people from Central Development."

"Foundation staff and other chief development officers from the college or unit the donor has interest."

"Held as needed to cover activities with major prospects."

"LDO attends these meetings but only when the prospects have a library interest."

"LDO is always consulted for case statement and information. Other activities are highly situational."

"LDO participates in strategy sessions for joint proposals to shared prospects."

"LDO's direct report: Executive Director of Development for Professional Schools and Library."

"Other development officers, members of the university's major and principal gifts teams."

"Other major gifts officers, Asst. V.P."

"Prospect managers including capital and/or major gift officers, planning giving officers, LDO, class officers (for reunion year prospects). Meetings are held weekly."

"The chief LDO attends, along with any other DOs from other units that are involved with that prospect. The meetings are held on an as needed basis."

"There are some fundraisers for other units on campus who will invite the library to be a part of a proposal, particularly when the target donor has papers to give. We get the papers; they get the money."

"These are arranged by the foundation. The meetings are attended by the Foundation President, Prospect Management, Exec. Dir. of Dev., Prospect Research, and any constituency development directors that 'fit' the donor's expressed interests. The meetings are held on an as needed basis. That basis is determined by what asks are in front of the donors and how long those asks have been considered."

"These are only held as the occasion arises. The participants are usually the various units who have been working with the person and a foundation rep."

"Top university prospects are handled exclusively through the Principal Gifts Office in conjunction with the Chancellor. The LDO does participate in all other University Advancement meetings including Major Gift meetings, CDO meetings and department-wide meetings."

"University Development meets with Development Officers on a monthly basis."

"We may be called in to a monthly meeting if there is a desire by two different units, one being the library, to be the principal liaison with a major donor. The tie breaker is central development. We train with other DODs, Assoc DODs and Assist DODs."

"With other unit development directors and Asst Vice Chancellor for Advancement; rarely."

Always

"All appropriate staff at the Foundation."

"All campus directors of development. Group meets at least monthly."

"All staff who manage and/or are assigned a prospect attend strategy meetings which are held when needed."

"As a member of the Principal Gifts Office, the LDO regularly participates with that office in strategy meetings."

"Director and ADO; once a month."

"Held once a week; dean, assoc. dean of development, LDO, PR Officer, and dean assistants."

"LDO, staff from University Advancement; as needed."

"Meet biweekly with other development officers from across campus both faculty-based and from central development."

"The LDO, all CDOs, and the University Development Team."

"This is a golden opportunity for LDO to outreach donors who might have multiple interests in their giving."

"We meet monthly in small groups of development officers from around campus."

"When the Libraries has an interest in a donor we are at the table. Strategy sessions are held as needed."

"Whoever is the process manager, whether it be me or another unit staff member, is responsible for calling 'team meetings' and inviting each member of the team. Any fundraiser can become a member of the team for any prospect, if there is evidence that the prospect has an interest in his or her unit. Meetings are held on an as needed basis."

27. Is the **library director** invited to participate in interdivisional strategy meetings about major prospects? N=76

Occasionally	43	57%
Always	13	17%
Never	20	26%

If always or occasionally, who attends these meetings and how often are they held?

Selected Comments from Respondents

Occasionally

"Again, varies on prospect."

"Average of 4 times per year."

"Bimonthly meetings with Advancement Vice President, members of the institution's development staff, and deans."

"Capital giving officers, including planned giving officers, LDO, library director, occasionally subject matter expert from library or faculty."

"Dean may be asked to participate for presidential donors or when her input is required."

"During university-wide campaigns, once or twice per semester."

"Library Director and sometimes the Chief LDO but only when the prospects have a library interest."

"Library director is called upon when leadership gifts are being solicited (circa 250K and above)."

"Meetings are held on a per need basis."

"Not very often, unless the ask is imminent."

"Only if library director is going to be part of the future meetings/asks."

"Other development directors, foundation president, held as needed."

"Our dean of libraries is invited to development meetings when all other deans are invited."

"The dean may meet with other deans or central development if there is a strategy session."

"The prospect's individual giving officer, the LDO, and others with knowledge about the prospect who can add to strategy development."

"The university librarian and library development officer attend meetings when the potential gift is over $1M."

"When there is a major individual/corporate prospect who has interests in more than one unit on campus."

Always

"All development directors, monthly."

"Held once a week; dean, assoc. dean of development, LDO, PR Officer, and dean assistants."

"University librarian and ADO; once a month."

28. Is the library included on general institution direct mail appeals as a possible gift designation?
N=79

Occasionally	10	13%
Always	32	40%
Never	37	47%

Selected Comments from Respondents

Occasionally

"Annually, the libraries will be included as a 'check-off' box on some of the university's mailings."

"Direct mail is faculty based and the library is not always included."

"General institutional appeals include the donor's last gift, so if someone gave to the libraries, it is included as a designation."

"Inclusion on university direct mail appeals is based on donors giving history. If the donor has given to the libraries in the past, the libraries will appear as a giving option."

"Is included in various mailings, including faculty/staff campaign."

"Library often offered as an option for giving if the donor declines the opportunity to give when mailed regarding another division."

"Not always; different appeals at different times of the year."

"On a case-by-case basis at the decision of the foundation's Annual Giving Director."

"Our alumni association who does the university's annual fund, has the library as a possible gift designation."

"Some areas use a universal reply card that includes multiple institutional designations (including the library), but not all areas comply with this."

Always

"A better response would be 'most of the time;' it depends on the purpose of the direct mail appeal."

"Essential to libraries' development success!"

"Except for targeted appeals for another area of the university."

"Over the past five or six years we have been included on the annual fund direct mail as an alternative to the general university. After the first year, the deans insisted that if the library was listed on the annual fund, then the college had to be listed for the alums of that college. So we are now listed on the annual fund after the general university and in competition with the college of the particular alumni to whom the appeal is directed. We get very few donations."

"The library is included on the general mailer that goes out every spring."

Never

"Only annual fund and 'other' are listed; donors may write in their designation of choice."

"There is no general institution direct mail appeal."

"We have been trying for this for years, but the university wants unrestricted monies as much as possible."

"We hope this will change this year."

"Working toward this."

29. Is the library included on the general institution giving Web site as a possible gift designation?
N=76

Yes	68	90%
No	4	5%
The institution does not provide online giving opportunities	4	5%

30. Is the library included as a possible gift designation during phonathon solicitations? N=77

Occasionally	49	64%
Always	22	29%
Never	6	7%

Selected Comments from Respondents

Occasionally

"Donor must indicate interest in making any specific gift."

"I believe our alumni association includes the library in their phonathon solicitations."

"If the donor has given to the library in the past they MAY be asked to give again, we have no oversight of this."

"If they no not give to their college/unit the library is usually the second choice."

"Includes Parents of Students campaign."

"Library often offered as an option for giving if the donor declines the opportunity to give when called regarding another division."

"Most of the phonathons are faculty based. Faculty projects are presented first and if there is no interest they will talk about the library."

"Only during the phonathan solicitations to renew library donors. Phonathon solicitations also directed to alumni who have made a gift to their school in the current fiscal year. In this case, individuals called for a second gift for the library."

"Only for the library's annual appeal telephone follow up."

"Only when we insist on having our donors solicited by phone."

Our phonathons are typically focused on a specific constituency or initiative. Libraries is the focus of the "Libraries calling (obviously; and those calls are placed to library donors, current and/or lapsed). Libraries can be donor-identified at any time, but isn't presented as an option on any consistent basis."

"Parents are called for the library in a five week time frame."

"Phonathons are either done on behalf of a specific unit (like the library) that pays the costs associated with the phonathon or on behalf of the Greater University Fund. Donations to the library are accepted under any calling program but would have to be initiated by the person being called—the caller would not provide the library as an option."

"Phonathons are targeted for specific units so the library would not be mentioned if the phonathon is occurring for the business school."

"Some colleges or units have the library as optional designation for gifts."

"The 'Second Ask' targets the library and that has been very successful."

"The libraries were included as one of the choices in the "Parents' Telefund' this year."

"There is a specific phonathon for the libraries."

"Twice a year; however, from now on will be merged with Student Affairs for phonathon."

"We are the default designation when donor doesn't have interest in their school."

Always

"Phonathon for the libraries happens for two weeks during the year."

"Some phonathans are not specifically for the libraries but if the individual indicates a desire to support libraries, that would be encouraged and a pledge accepted. Some phonathans specifically ask for library support or the library is suggested as an extra support."

"The library has its own phonathon segments for library giving only, and, on occasion, will be the subject of a second ask in other university calling pools."

"We have a discretionary fund calling program and the Parents Calling Program funds an Undergraduate

Libraries Programs and Materials Endowment."

"We run numerous telemarketing appeals annually on behalf of the library."

Never

"Never if phonathon is conducted by another campus unit; always if conducted by library."

"We opt out."

31. For the following activities, please estimate the percentage of **staff resources** that is supplied by the institution's central development operations (CDO) and the library's development staff. Percentages for each activity should total 100. N=75

Annual Giving N=72

	Minimum	Maximum	Mean	Median	Std Dev
CDO	0	100	60	73	36.5
Library	0	100	40	27	

Direct Mail N=22

	Minimum	Maximum	Mean	Median	Std Dev
CDO	0	100	57	75	39.2
Library	0	100	43	25	

Phonathon N=64

	Minimum	Maximum	Mean	Median	Std Dev
CDO	0	100	90	100	22.3
Library	0	100	10	0	

Prospect Research N=72

	Minimum	Maximum	Mean	Median	Std Dev
CDO	0	100	71	80	29.3
Library	0	100	29	20	

Gift Processing N=73

	Minimum	Maximum	Mean	Median	Std Dev
CDO	0	100	72	75	24.8
Library	0	100	28	25	

Deferred/Planned Giving N=73

	Minimum	Maximum	Mean	Median	Std Dev
CDO	0	100	78	90	24.4
Library	0	100	22	10	

Corporation/Foundation Relations N=71

	Minimum	Maximum	Mean	Median	Std Dev
CDO	0	100	63	70	32.2
Library	0	100	37	30	

Development Communications N=71

	Minimum	Maximum	Mean	Median	Std Dev
CDO	0	100	34	20	30.2
Library	0	100	66	80	

Special Events N=70

	Minimum	Maximum	Mean	Median	Std Dev
CDO	0	100	22	10	26.3
Library	0	100	78	90	

Records Processing N=71

	Minimum	Maximum	Mean	Median	Std Dev
CDO	0	100	77	90	26.8
Library	0	100	23	10	

Information Technology N=67

	Minimum	Maximum	Mean	Median	Std Dev
CDO	0	100	56	50	37.3
Library	0	100	44	50	

Other Activities N=6

	Minimum	Maximum	Mean	Median	Std Dev
CDO	0	90	35	30	34.5
Library	10	100	65	70	

Please describe other activities.

CDO %	Library %	Activity
10	90	Friends activities
10	90	Care and guidance of leadership board for libraries
50	50	Travel
50	50	Stewardship
90	10	Alumni affairs

32. For the following activities, please estimate the percentage of **budgeted expenses** that is supplied by the institution's central development operations (CDO) and the library's development office. Percentages for each activity should total 100.

Annual Giving N=62

	Minimum	Maximum	Mean	Median	Std Dev
CDO	0%	100%	54%	75%	43.0
Library	0%	100%	46%	25%	

Direct Mail N=57

	Minimum	Maximum	Mean	Median	Std Dev
CDO	0%	100%	50%	50%	44.2
Library	0%	100%	50%	50%	

Phonathon N=50

	Minimum	Maximum	Mean	Median	Std Dev
CDO	0%	100%	73%	100%	41.4
Library	0%	100%	27%	0%	

Prospect Research N=62

	Minimum	Maximum	Mean	Median	Std Dev
CDO	0%	100%	78%	90%	31.5
Library	0%	100%	22%	10%	

Gift Processing N=62

	Minimum	Maximum	Mean	Median	Std Dev
CDO	0%	100%	76%	80%	26.3
Library	0%	100%	24%	20%	

Deferred/Planned Giving N=60

	Minimum	Maximum	Mean	Median	Std Dev
CDO	0%	100%	83%	100%	26.8
Library	0%	100%	17%	0%	

Corporation/Foundation Relations N=57

	Minimum	Maximum	Mean	Median	Std Dev
CDO	0%	100%	65%	80%	35.9
Library	0%	100%	35%	20%	

Development Communications N=63

	Minimum	Maximum	Mean	Median	Std Dev
CDO	0%	100%	27%	20%	28.5
Library	0%	100%	73%	80%	

Special Events N=63

	Minimum	Maximum	Mean	Median	Std Dev
CDO	0%	100%	23%	10%	31.2
Library	0%	100%	77%	90%	

Records Processing N=60

	Minimum	Maximum	Mean	Median	Std Dev
CDO	0%	100%	80%	93%	28.3
Library	0%	100%	20%	7%	

Information Technology N=57

	Minimum	Maximum	Mean	Median	Std Dev
CDO	0%	100%	58%	50%	38.4
Library	0%	100%	42%	50%	

Other Activities N=8

	Minimum	Maximum	Mean	Median	Std Dev
CDO	0%	94%	28%	15%	
Library	6%	100%	72%	85%	33.9

Please describe other activities.

CDO %	Library %	Activity
0	100	Refreshments for Leadership Board Meetings and other library events
0	100	Travel/Visits
20	80	Donor visits, operational expenses
10	90	Friends
50	50	Travel
94	6	Travel expenses

ADDITIONAL COMMENTS

33. Please enter any additional information regarding library development activities at your library that may assist the authors in accurately analyzing the results of this survey.

Selected Comments from Respondents

"The Foundation is not a part of the university. It was established to do fundraising on behalf of the university. The libraries share a development officer with the Faculty of Graduate Studies. I would not recommend this arrangement. There have been no synergies. We get along well. However there has been no added bonus."

"Development activities at the university are directed centrally with regular and consistent communication with the deans."

"In addition to the staff that are reported on this survey, there are staff who have responsibility for development activities including three associate deans, the head of special collections & university archives, and the senior financial coordinator. At certain times of the year (mid-September through mid-December and the end of the academic year) many administrative and student assistants are involved in development activities that support our black tie gala in November, year-end giving, and in-kind donations which peak at the end of the fall and spring semesters with faculty retirements, etc. There are a lot more people involved in development support activities now than there ever have been."

"It is important to note that library's development program is undergoing significant change. The Director of Development will no longer be located in the library and will instead be housed in the Main Development Office. Much of the development work that was formerly handled by the library will be transferred to the Main

Development Office. We are not yet sure what the new division of responsibilities will be. This is complicated by the retirement of our current library director and the September arrival of a new director. I have provided the best answers I can under these circumstances."

"Please note that in response to question 32, the Foundation pays $35,000 annually to support development activities in the libraries. The library does not provide any additional budgetary funds for development. The $35,000 must cover everything including travel, postage, the calling programs, etc."

"The university library is presently in an announced campaign with a goal of $30M. Presently we have raised approximately $21M. We have forged excellent partnerships for this campaign with the Office of the Chancellor, the Foundation and the Division of Intercollegiate Athletics."

"This survey does not begin to reflect [our] library development operation because of multiple dotted-line reporting and working relationships, the number of faculties (like Business and Law) where library fund raising is the responsibility of the individual DODs, the complex arrangement of the university library."

"To establish a formal program, we are currently recruiting for an External Relations and Development Officer. This position will report to the university librarian and has three primary areas of responsibility: 1) cultivating the library's relationships with donors, prospects, Friends of the Library, and others; 2) coordinating library efforts to obtain grants and other philanthropic support for critical needs; and 3) developing a comprehensive public relations program for the library."

"[The university] is an extremely centralized operation. While schools and colleges have external relations staffs, there are no development officers employed by the university. The Foundation handles everything, though the library does have staff helping the Friends organization."

"We coordinate all activities, events, prospects, mailings, visits, and solicitations with Central Development."

"We do have a Development Committee that is comprised of the Development officer, Directors of Law, Health Sciences, Special Collections, and Poetry Curator. The committee helps with directions, programs, public events, stewardship of prospects/donors."

"We don't have a formal library development unit within the library. Fundraising is managed at the university level by the foundation. Donors can then choose to give to the library development funds (and indeed it is one of the most popular funds on campus)."
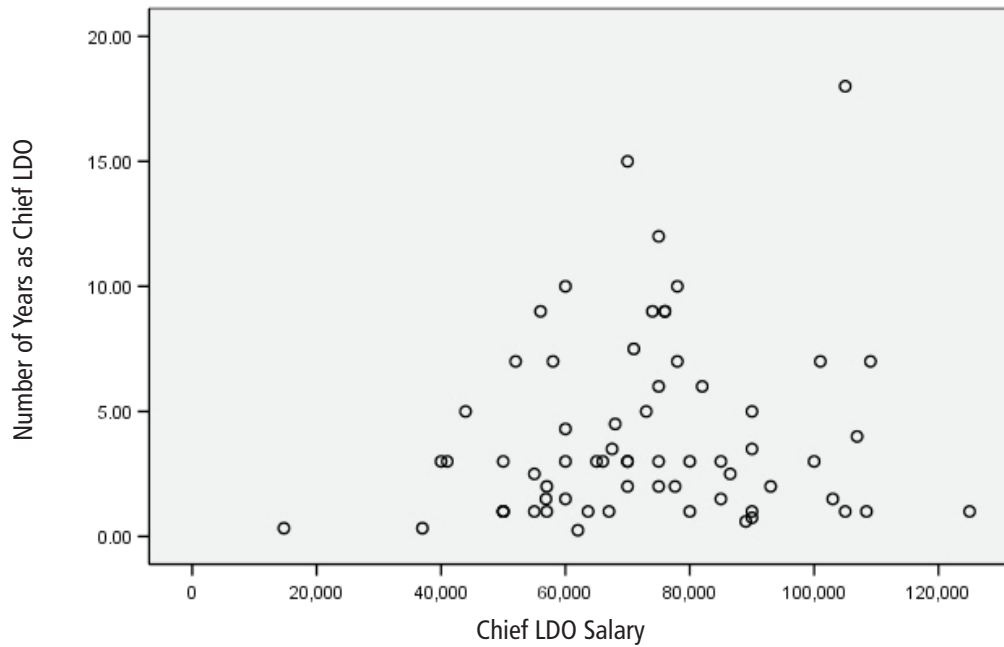
SELECTED CORRELATIONS

Chief LDO Salaries by Age of Library Development Program
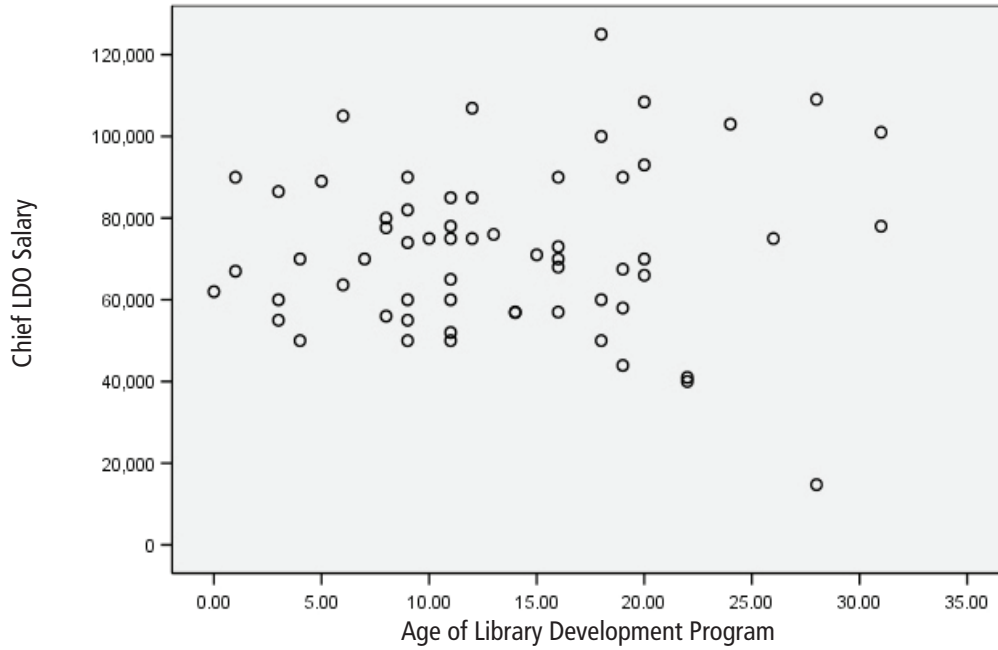
Number of LDOs by Age of Library Development Program
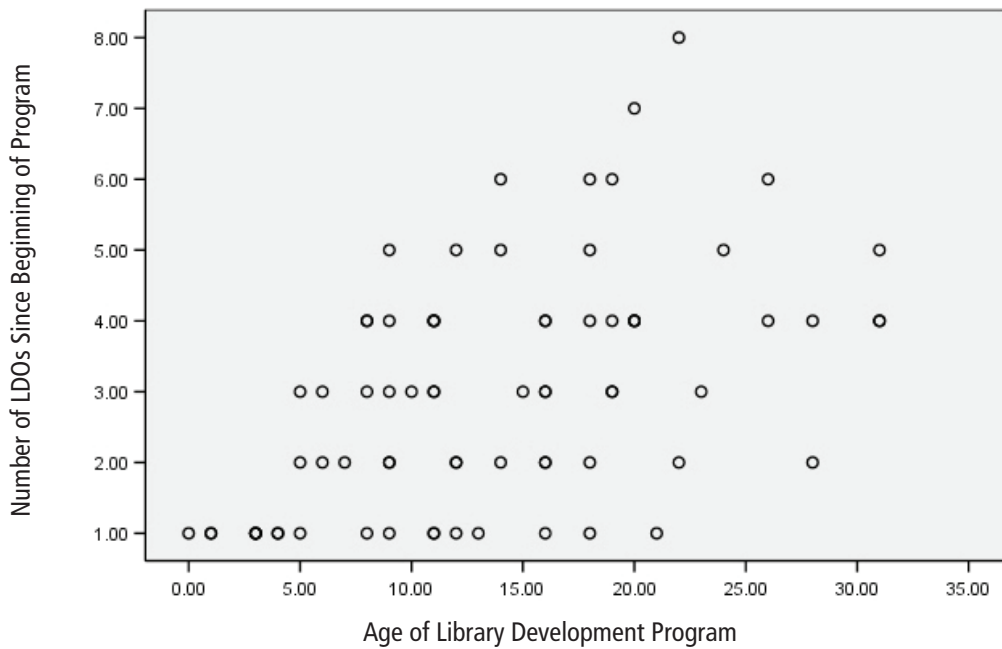
Chief LDO Salaries by Number of Years as LDO

Chief LDO Salary by Institution Type

	Canadian	US Non-academic	US Private	US Public
Minimum	52,000	75,000+	41,000	14,732
Maximum	90,000	75,000+	125,000	109,059
Mean	65,375	75,000+	85,731	69,266
Median	60,000	75,000+	86,500	69,000

Chief LDO Salary by Geographic Region

	1	2	3	4	5	6	7	8	9
Minimum	74,000	60,000	37,000	14,732	50,000	41,000	40,000	50,000	52,000
Maximum	105,000	103,000	109,059	85,000	125,000	63,648	76,000	93,000	90,000
Mean	87,200	79,813	74,581	52,335	85,433	53,941	57,975	76,232	65,375
Median	82,000	77,000	69,000	58,000	78,000	56,000	56,873	77,625	60,000

1. New England — Connecticut, Massachusetts, Maine, New Hampshire, Rhode Island, Vermont
2. Middle Atlantic — New Jersey, New York, Pennsylvania
3. East North Central — Illinois, Indiana, Michigan, Ohio, Wisconsin
4. West North Central — Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota
5. South Atlantic — Delaware, Washington, DC, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia
6. East South Central — Alabama, Kentucky, Mississippi, Tennessee
7. West South Central — Arkansas, Louisiana, Oklahoma, Texas
8. Pacific — Alaska, California, Hawaii, Oregon, Washington
9. Canada

Chief LDO Salary by Degree Completed

	Bachelor	Masters	MLS/MLIS	MBA	PhD	JD
Minimum	14,732	37,000	41,000	73,000	65,000	66,000
Maximum	108,412	109,059	93,000	125,000	65,000	85,000
Mean	66,360	74,603	71,145	97,375	65,000	75,500
Median	69,000	67,500	71,000	95,750	65,000	75,500

RESPONDING INSTITUTIONS

University of Alabama
University at Albany, SUNY
University of Alberta
University of Arizona
Arizona State University
Auburn University
Boston College
Boston University
Brigham Young University
University of British Columbia
Brown University
University at Buffalo, SUNY
University of California, Davis
University of California, Irvine
University of California, Los Angeles
University of California, Santa Barbara
Canada Institute for Scientific and Technical Information
Case Western Reserve University
University of Chicago
Colorado State University
Columbia University
University of Connecticut
Cornell University
University of Delaware
Duke University
University of Florida
George Washington University
University of Georgia
University of Guelph
Harvard University
University of Hawaii at Manoa
University of Houston
University of Illinois at Chicago
University of Illinois at Urbana-Champaign
Indiana University Bloomington
University of Iowa
Iowa State University
Johns Hopkins University
Kent State University
University of Kentucky
Université Laval
Library and Archives Canada
University of Louisville
McGill University
University of Manitoba

University of Maryland
University of Massachusetts, Amherst
Massachusetts Institute of Technology
University of Miami
University of Michigan
Michigan State University
University of Minnesota
University of Missouri
Université de Montréal
University of Nebraska–Lincoln
New York Public Library
New York University
University of North Carolina at Chapel Hill
North Carolina State University
Northwestern University
University of Notre Dame
Ohio University
Ohio State University
Oklahoma State University
Pennsylvania State University
University of Pittsburgh
Purdue University
Rice University
Rutgers University
University of Saskatchewan
University of South Carolina
University of Southern California
Southern Illinois University Carbondale
Syracuse University
University of Tennessee
University of Texas at Austin
Texas A&M University
University of Toronto
Vanderbilt University
University of Virginia
Virginia Tech
University of Washington
Washington State University
Washington University in St. Louis
University of Waterloo
Wayne State University
University of Western Ontario
University of Wisconsin–Madison
Yale University
York University