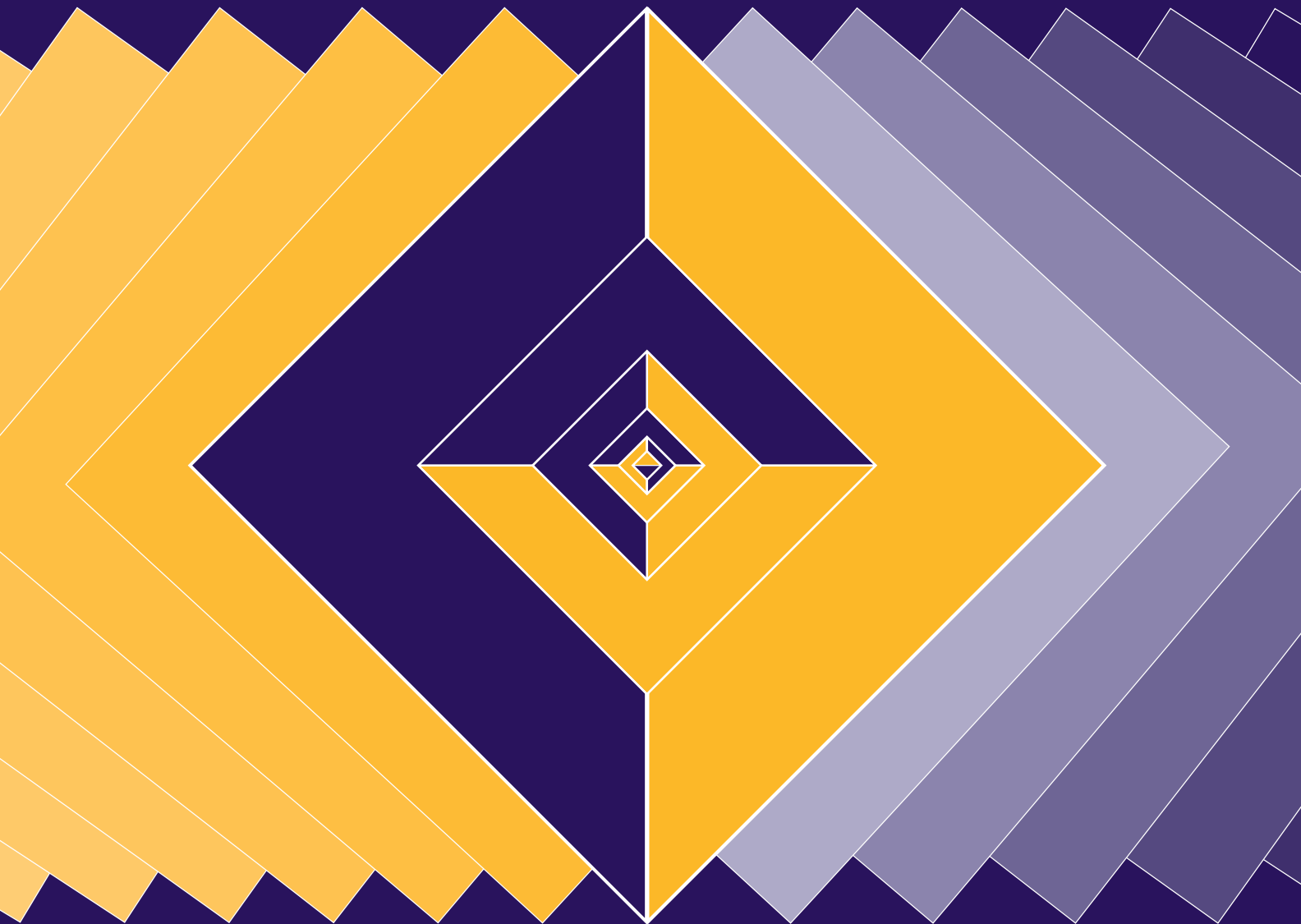


Kit 297

Library Development
December 2006



ASSOCIATION OF RESEARCH LIBRARIES

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SPEC Kit 297

Library Development
December 2006

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ASSOCIATION OF RESEARCH LIBRARIES

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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.

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 is designed to investigate the staffing, reporting relationships, and duties of library development programs in ARL member libraries. The results of this survey will 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.

BACKGROUND

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

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

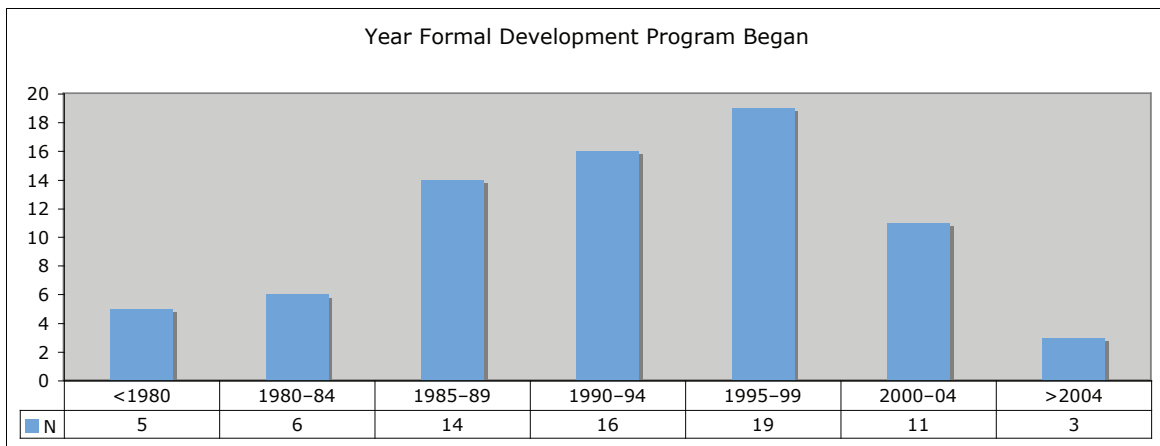
If yes, please indicate which of the following components is a part of the program. Check all that apply. N=83

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



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		Limited/Special Projects		Never	
		N=73		N=73		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.”

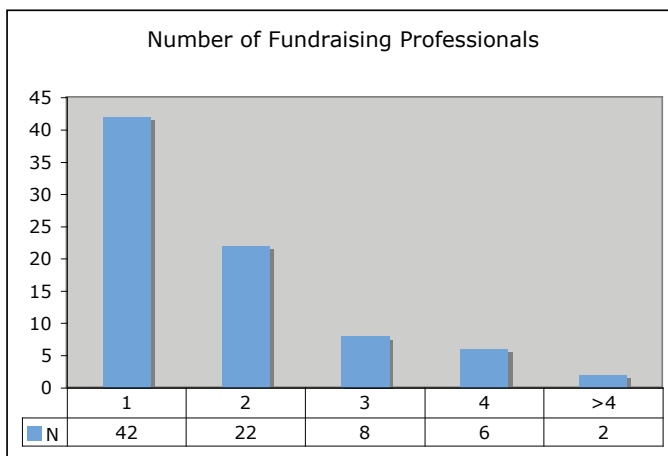
“Local bibliophiles with manager’s approval.”

“Not managed by anyone else.”

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

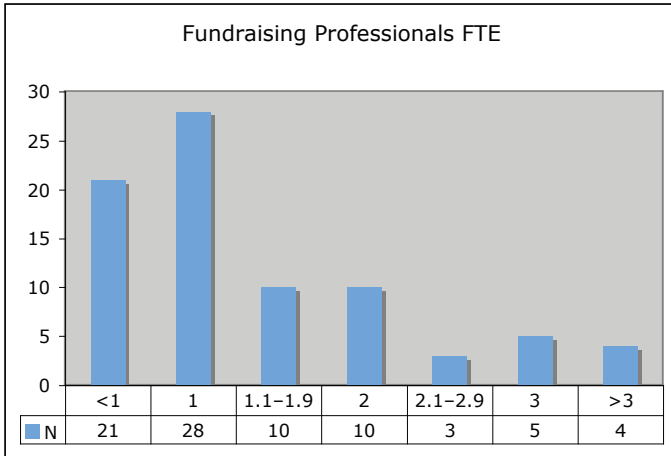
LIBRARY DEVELOPMENT PROGRAM STAFFING

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



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

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

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

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

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
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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

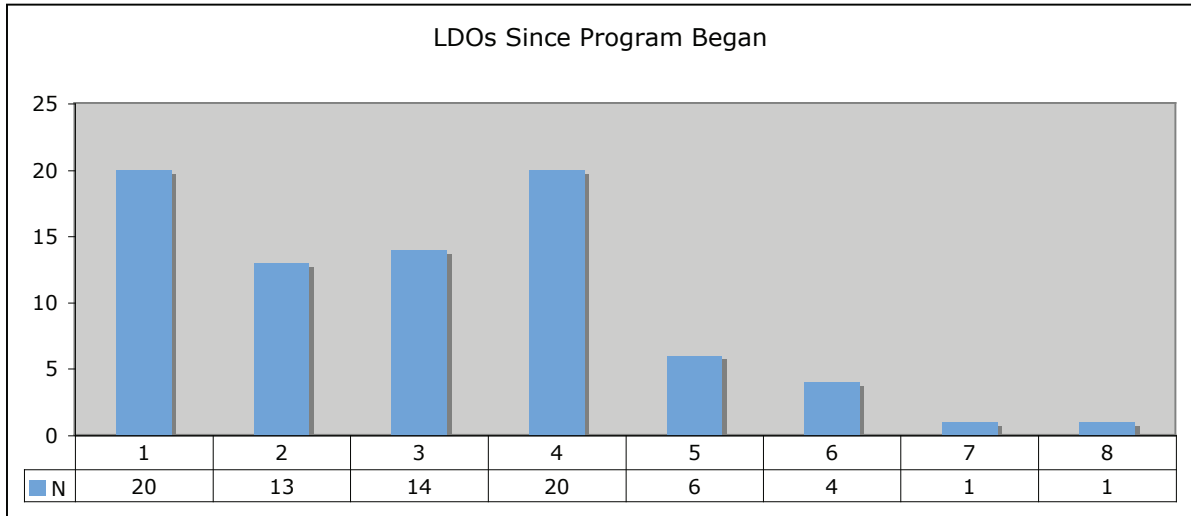
	N	Minimum	Maximum	Mean	Median	Std Dev
Full-time administrative staff	34	1	2	1.1	1.0	.3
Not supervised by LDO	30	1	3	1.7	2.0	.6
Part-time administrative staff	21	1	2	1.1	1.0	.3
Student employees	19	1	3	1.4	1.0	.7
Other staff category	7	1	15	3.1	1.0	5.2

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

LIBRARY DEVELOPMENT OFFICER

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



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—including 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

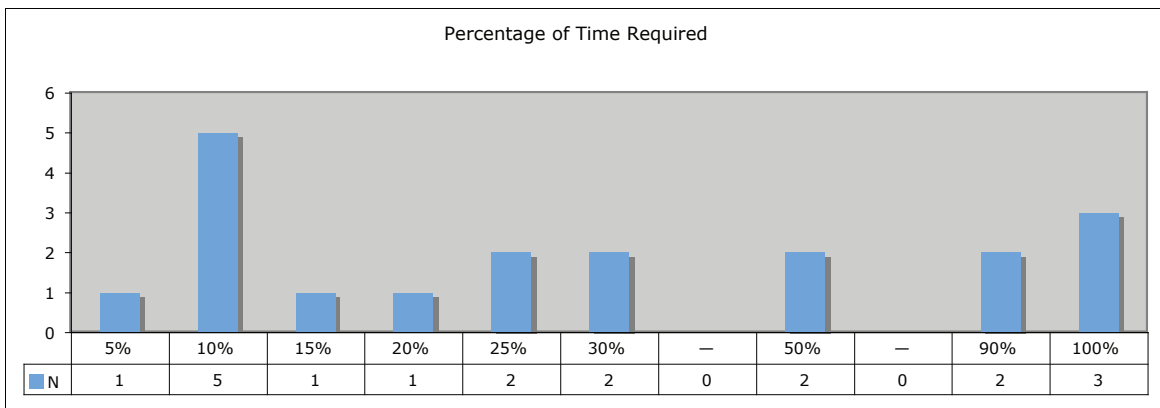
17. Does the institution require the library director to spend a particular amount of time on fundraising activities in the course of a typical year? N=78

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



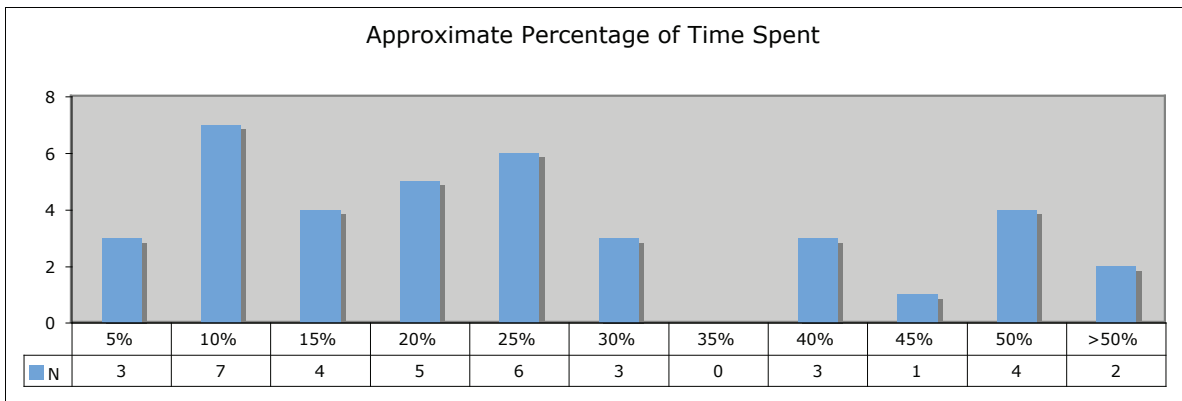
If no, please indicate the approximate amount of time the library director spends on fundraising activities in the course of a year. N=41

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



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%

LIBRARY DEVELOPMENT STAFF EVALUATION

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%	33.9
Library	6%	100%	72%	85%	

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.”

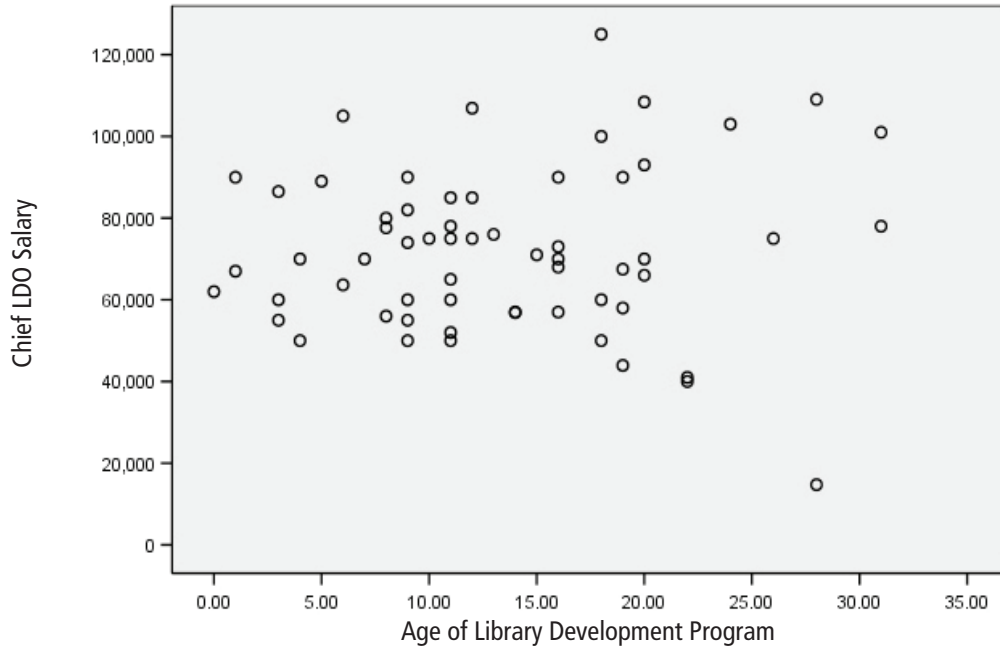
“We coordinate all activities, events, prospects, mailings, visits, and solicitations with Central Development.”

“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.”

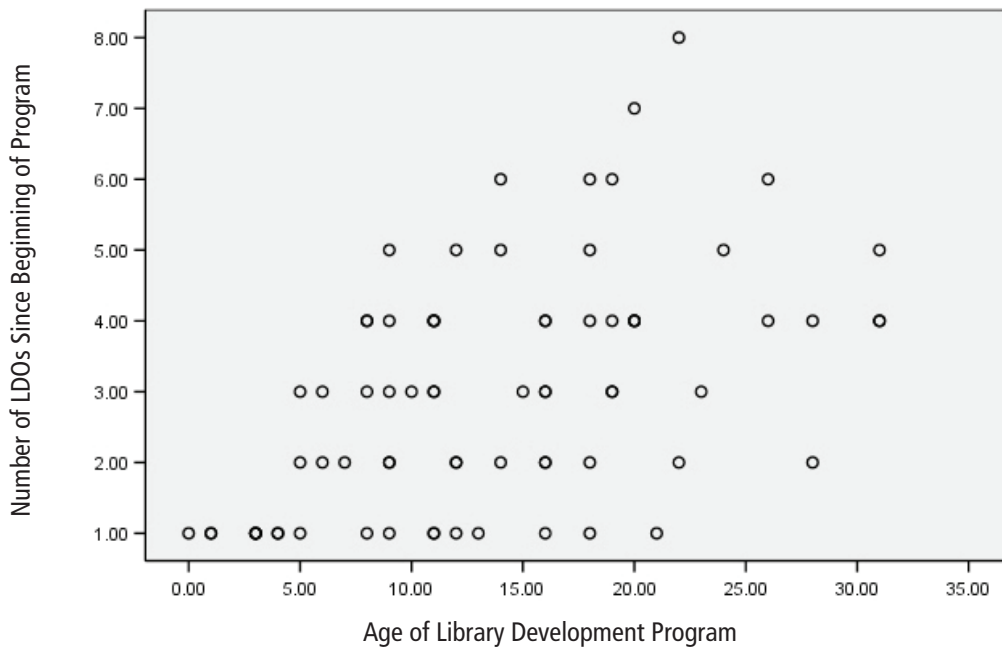
“We don’t have a formal library development unit within the library. Fundraising is managed at the university level by the foundation. Donors can then choose to give to the library development funds (and indeed it is one of the most popular funds on campus).”

SELECTED CORRELATIONS

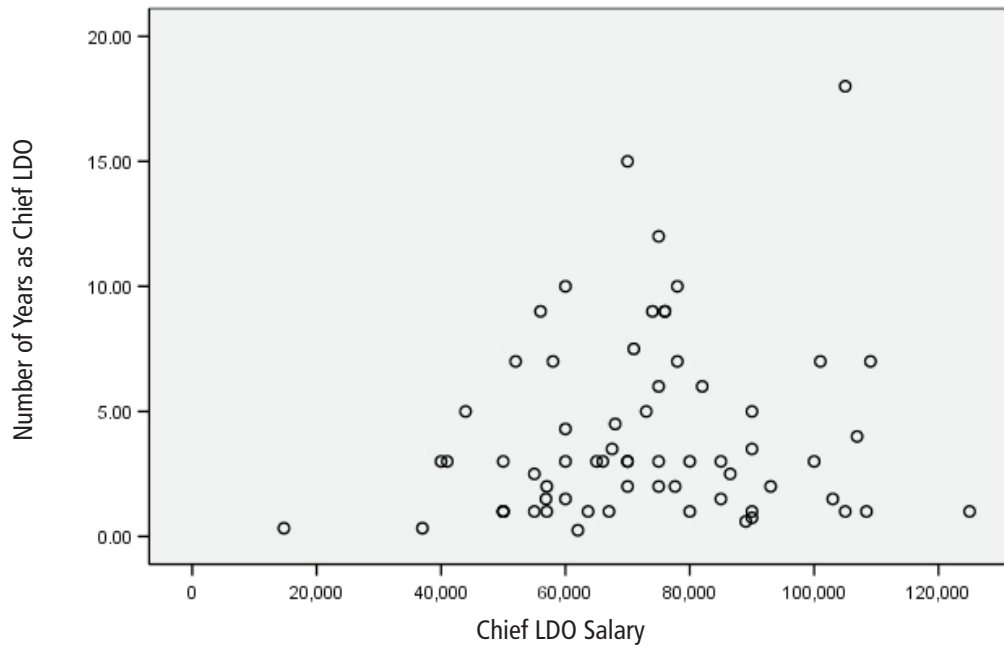
Chief LDO Salaries by Age of Library Development Program



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



REPRESENTATIVE DOCUMENTS

Mission Statements

MU Libraries Development Mission Statement

Mission Statement:

The MU Libraries Development Office cultivates and solicits funds from private sources in order to:

- Supplement and enhance the strength of the Libraries' collections and services to support the University mission of teaching, research and service;
- Publicize and promote the role and contributions of the Libraries to the University. To the citizens of Missouri, and to the global scholarly community;
- Enable timely responses to current and future needs of scholars working in an information-rich and dynamic technological environment.



Morris Library Development Office

BUILDING EXCELLENCE *Through* COMMITMENT



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[Making a Gift](#)

[Cornerstone](#)

[Contact Us](#)

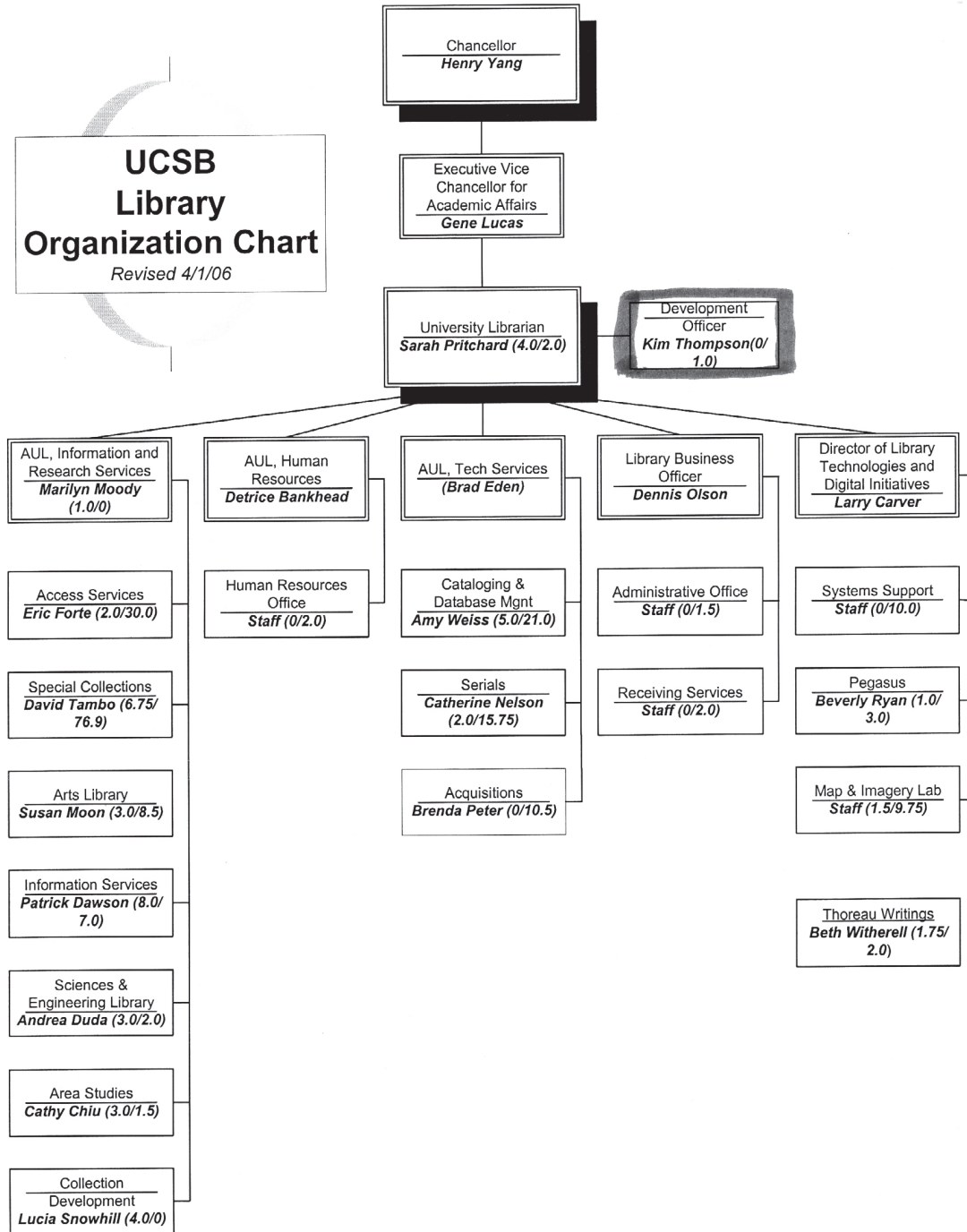
Morris Library is the cornerstone that allows Southern Illinois University Carbondale to fulfill its core mission of teaching and research—it is a major educational force in the state, region, and nation. The standard of excellence of Morris Library assists the University in attracting the brightest students and best scholars. The Library's facilities, services, and unique holdings are utilized by patrons on campus, in the community, and around the world. To maintain and expand this critical resource we must attract private support from friends, alumni, corporations, and foundations.

Please visit the electronic version of *Cornerstone*, the newsletter of Morris Library that features the news, people, events, programs, resources, etc. of the Library.

Please consider the opportunities for giving by connecting through the links on the left side of the page. Thank you.

Organization Charts

**UCSB
Library
Organization Chart**
Revised 4/1/06



Library >> Staff Site >> Organization Chart

Organization Chart

Director of Libraries

Dale B. Canelas ----->

--- **Collection Management Division**

John Ingram, Deputy Director

--- **Technology Services Division**

Michele Crump, Interim Assistant Director

--- **Public Services Division**

Carol Turner, Associate Director

--- **Support Services Division**

Bill Covey, Interim Assistant Director

--- **Library Development**

Vacant, Director of Development

| --- **Program Assistant**

| Brandy Burgess

| --- **Public Information Officer**

| Barbara Hood

Collection Management Division

John Ingram ----->

Deputy Director

--- **Collection Management Department**

| Shelley Arlen, Chair

| --- **Humanities Bibliographer**

| Frank Ditrollo

| --- **Social Sciences Bibliographer**

| Peter McKay, Assistant Chair

| --- **Science Bibliographer**

| Barry Hartigan

--- **Special and Area Studies Collections Department**

| Rita Smith, Interim Chair

| --- **Latin American Collection**

| Richard Phillips, Head

| --- **Judaica Library**

| Yael Herbsman, Interim Head

| --- **Africana Collection**

| Peter Malanchuk, Head

| --- **Asian Studies Collection**

| David Hickey, Head

Technology Services Division

Michele Crump ----->

Interim Assistant Director

--- **Acquisitions & Licensing**

| Steve Carrico, Interim Chair

| --- **Serials Unit**

| Doug Kiker

| --- **Monographs Unit**

| Suzanne Kiker

| --- **Gifts & Exchange Unit**

| Raimonda Margjoni

| --- **Paying Unit**

| Jack Waters

| --- **Database Maintenance Unit**

| Lawan Orser

--- **Cataloging & Metadata**

| Betsy Simpson, Chair

- |--- **Assistant Chair**, Pamela Cenzer
- |--- **IFAS Outreach**, Valrie Davis
- |--- **Engineering Outreach**, Kathryn Kennedy
- |--- **Online Coordinator**, Denise Bennett

Support Services Division

Bill Covey----->
Interim Assistant Director

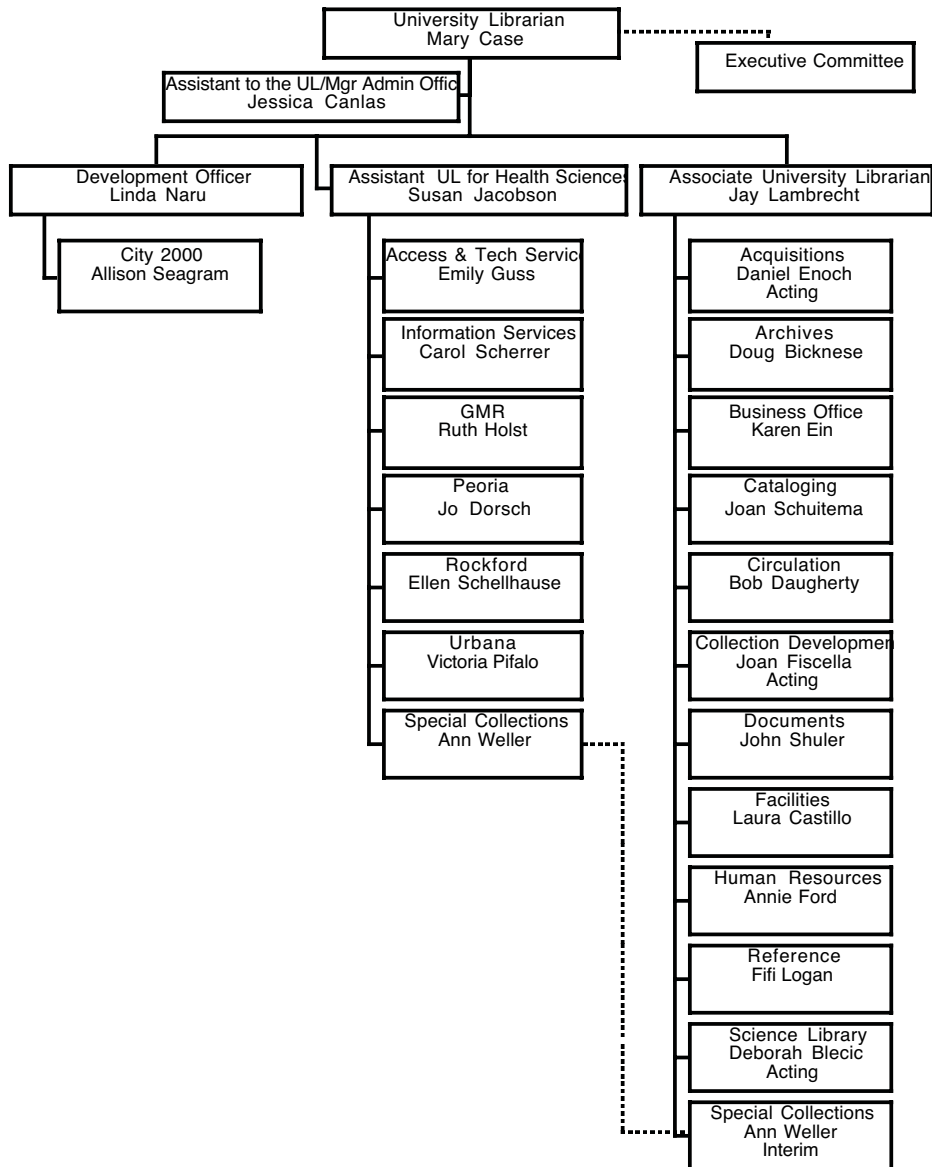
- **Business Services Office**
Barbara Oliver, Head
 - |--- **Accounting**, Grace Strawn
 - |--- **Purchasing**, Betty Mitchell
 - |--- **Travel**,
- **Library Human Resources Office**
Brian Keith, Head
 - |--- **Personnel Support**, Tina Pruitt
 - |--- **Training and Development Unit**
Trudi DiTrolgio, Staff Development Officer
- **Facilities Planning Office**
H. Rob Roberts, Head
 - |-- **Building Management**
 - |-- **Mail Room**
 - |-- **Supplies**
- **Systems Office**
Will Chaney, Interim Head

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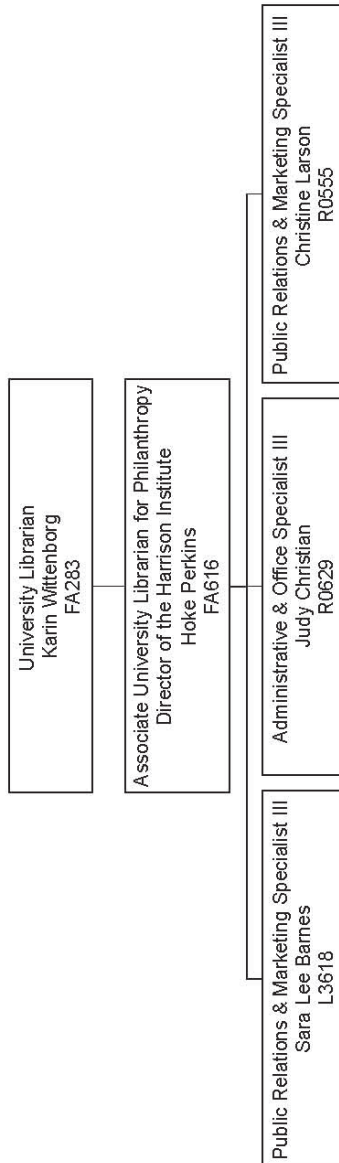


UIC University Library
Organization Chart
3/02/06

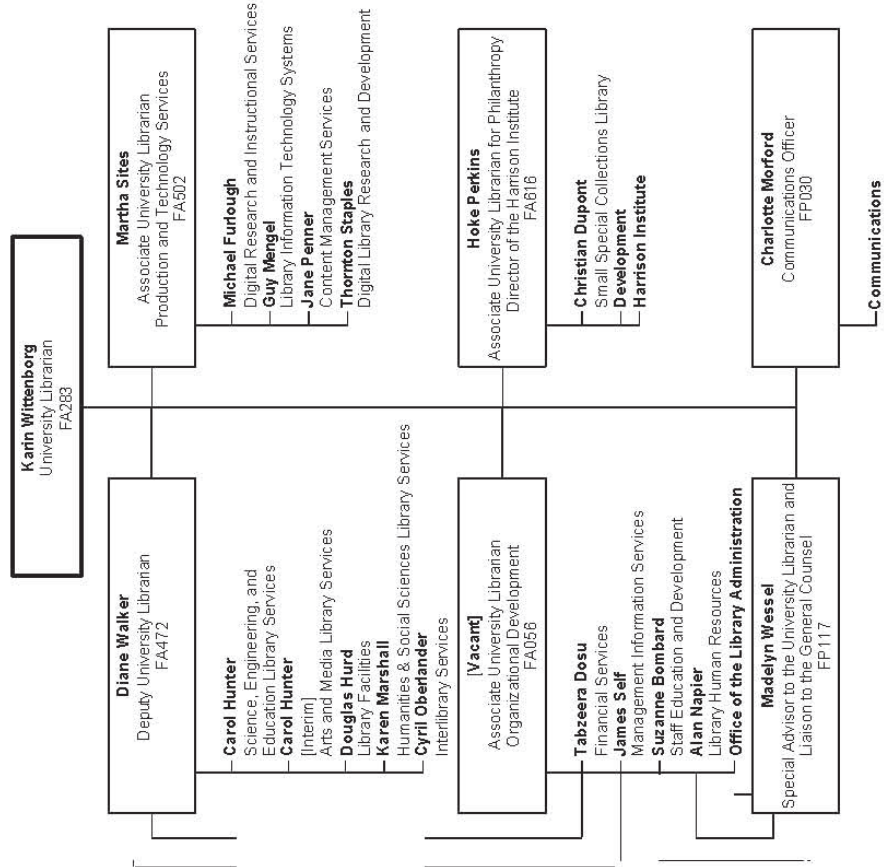


Library Development

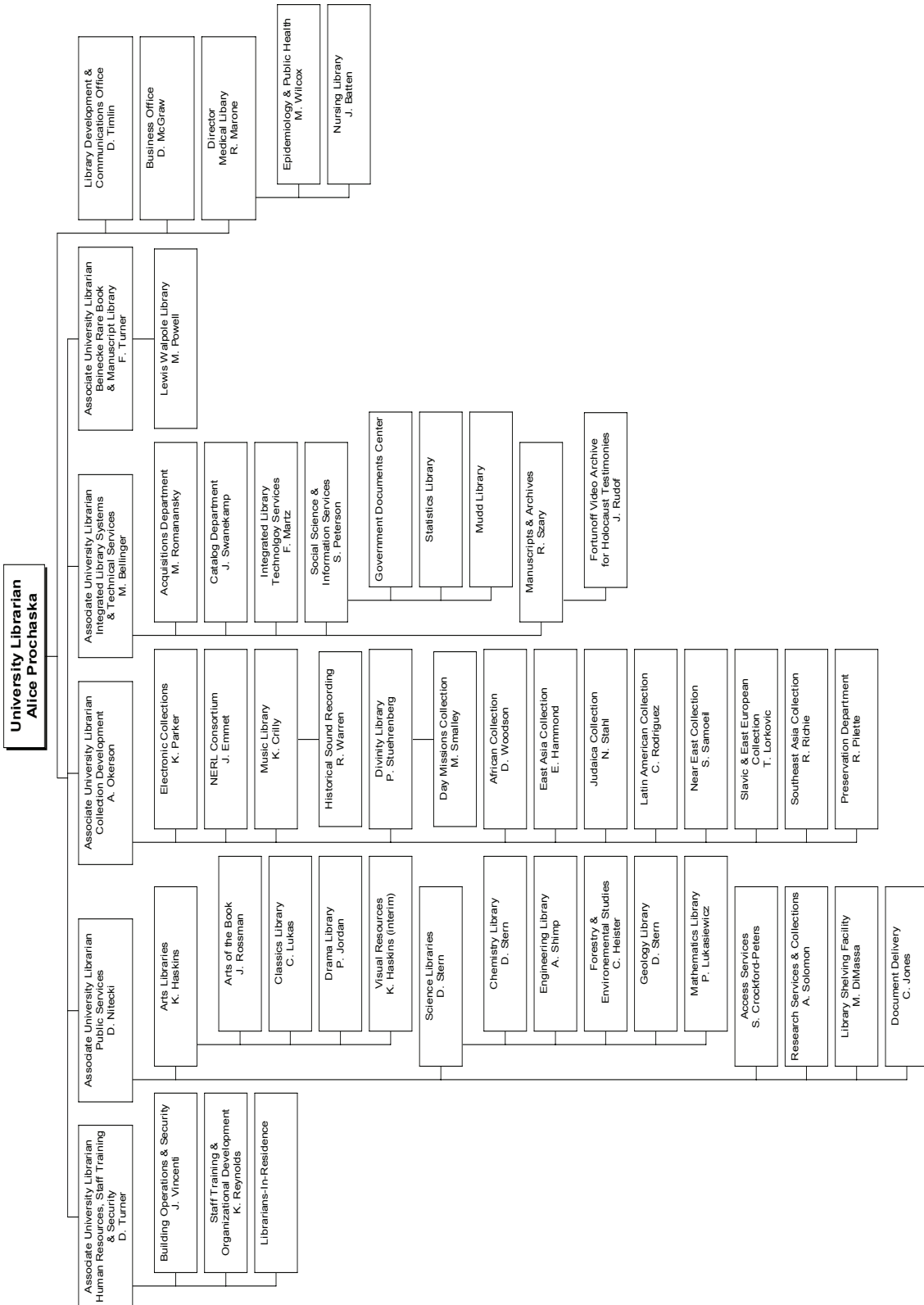
Last Updated: 20 May 2005



University Library
Interim Administration Organization Chart
 25 April 2006



Yale University Libraries Organizational Chart



Position Descriptions

UNIVERSITY OF CALIFORNIA, IRVINE

FOR USE BY APPROVING AUTHORITY:

Approved Payroll Title:

Approved By:

Effective Date:

CB Unit:

CB Code:

**UNIVERSITY OF CALIFORNIA, IRVINE
JOB DESCRIPTION**

Date: **June 1, 2001**

Incumbent: **Marguerite Brannon**

Title: **Development Director, UCI LIBRARIES**

Level: **MSP II Contract**

Supervisor: **Michael T. Losquadro
Executive Director of Development
University Advancement**

**Gerald J. Munoff
University Librarian**

I. Basic Function

Reporting to the University Librarian and the Executive Director of Development, the Development Director is responsible for the planning, executing, evaluating and acquisition of private support including corporate, foundation and individual major gifts for The Libraries.

II. Specific Responsibilities

1. Write a business plan for the establishment of a major gift development program, which includes foundations, corporations, and individual donors. The plan shall include quantifiable objectives.
2. Direct the organization, planning and implementation of volunteer committees or groups as may be appropriate and necessary to meet established fund-raising objectives.
3. Develop and oversee the planning, organization and implementation of prospect cultivation for assigned programs in The Libraries.
4. Enlist the involvement of the University Librarian and other senior UCI administrators in their contact with volunteers and other donor prospects.
5. Direct the planning of strategies and tactics for donor solicitation. Provide consultation and direction to the University Librarian in planning and marketing specific programs to specific funding sources.
6. Develop detailed gift opportunities tailored to the interest of potential major donors, consistent with the established needs and priorities identified by the University Librarian.
7. Prepare written case statements, proposals and/or other special materials for use during donor cultivation and solicitation.
8. Organize and direct donor solicitation involving key volunteers and the University Librarian and participate in major donor solicitations as appropriate.

9. Devise and oversee the implementation of methods for recognizing and maintaining regular contact with past donors to The UCI Libraries. Encourage the active participation of major donors as volunteers to ensure their constant awareness of current needs and objectives.
10. Supervise and direct the Associate Director of Development, University Libraries in his or her role.

III. Relationships

1. Work with the Executive Director of Development to coordinate fundraising campaigns or projects for The Libraries in accordance with campus and University fundraising policies.
2. The Development Director works extensively with the University Librarian and staff of The Libraries to define funding opportunities, develop funding strategies and their implementation, and to build and maintain communication throughout The Libraries.
3. Advise, inform and work with the Vice Chancellor/University Advancement, Chancellor's Office, Associate Vice Chancellor/University Advancement, Directors of Development, Division of Research and Graduate Studies and other campus departments.
4. Maintain effective working relationships with other departments in University Advancement: Communications, Special Events, Corporate and Foundation Relations, Gift Planning, Research, Finance and Administration, Alumni Relations and Annual Giving.
5. Participate in the campus prospect management system, development officer forums and University Advancement planning meetings.

IV. Scope

1. Responsible for fundraising and external relations budget.
2. Responsible for compliance with all UCI policies and procedures, including but not limited to, solicitation and acceptance of gifts, prospect management, special events, alumni and support group policies, and naming policies.

V. Knowledge and Abilities

1. Broad knowledge of the principles and practices of major gift fund-raising, preferably within a major research university.
2. Three to five years of successful fund-raising experience.
3. Ability to understand and to articulate the conceptual foundations of research libraries.
4. Understanding of academic, research and education functions and operating principles of a major research university.
5. Experience and skill in directing a complex development program within a major university and the ability to communicate effectively with a constituency both within the university and its community of supporters.
6. Ability to conceptualize, design and implement a development program. Ability to direct the design of strategies for cultivation and solicitation of donor prospects.

7. Ability to work effectively with deans and directors, academic and University leaders and volunteers to achieve fund-raising goals.
8. Ability to work effectively with other advancement staff in devising, analyzing, modifying, implementing and evaluating overall University Advancement program.
9. Skill in communicating persuasively, both orally and in writing, about private gift fund-raising in general and in particular as it applies to UCI and The UCI Libraries.

PROV #:

UNIVERSITY OF CALIFORNIA, SANTA BARBARA
JOB DESCRIPTION

Classified By:
Koeble, Roxanne

Decision Date:
09/27/2005

EMPLOYEE NAME:		EMPLOYEE ID:	NEW HIRE START DATE:		
APPROVED PAYROLL TITLE: DEVELOPMENT OFFICER II		TITLE CODE: 0602	WORKING TITLE: Director of Library Development and Outreach		RECLASSIFICATION EFFECTIVE DATE:
PERCENT OF TIME: 100	CBU: 99	ERC: A	GRADE TYPE: DO	GRADE: 2	FLSA STATUS: Exempt
APPT TYPE: Contract	DEPARTMENT/DIVISION: DEVL-Development		WORK LOCATION: 3589B Davidson Library		
NAME OF SUPERVISOR:		SUPERVISOR'S PAYROLL TITLE: Development Officer III		NAME OF DEPARTMENT HEAD:	

EMPLOYEE'S FORMER PAYROLL TITLE:			NAME OF PREVIOUS INCUMBENT:		
HR APPROVED ACTION: Update	TEMP BEGIN DATE:	TEMP END DATE:	LTD APPT BEGIN DATE:	LTD APPT END DATE:	END DATE (OTHER): contract - 9/30/06

TYPE OF SUPERVISION RECEIVED:
Direction

NAME OF EMPLOYEES DIRECTLY SUPERVISED:
Asst II, 100% (Library employee)

GENERAL SUMMARY OF DUTIES AND RESPONSIBILITIES:
This University Major Gifts Development Officer serves as Director of Library Development and Outreach ("Director") for the University Libraries ("Libraries"). Works to optimize philanthropic support for the Libraries, in response to academic priorities established by the University Librarian ("Librarian"). As a member of the Development Office staff, fund raising efforts are devoted primarily to the Libraries, with the remaining time to other University initiatives, as appropriate.

The Director focuses about sixty-five percent time on major gift (\$100k+) fund raising activities. Thirty-five percent is focused on other activities related to fund raising, including some lower level gift solicitations, liaison and programming with the Friends of the Libraries, development of campaign materials, assistance with programs and marketing materials for external and community relations, and administrative duties such as planning, coordinating and executing aspects of the Libraries development program.

With regard to major gift fund raising, the Director is responsible for designing and executing planned strategies for the identification, cultivation, solicitation, closing and stewardship of gifts from individuals, corporations and foundations. Works personally with top donor prospects and supports the Librarian, faculty and volunteers in top prospect relationships, in order to maximize philanthropic support for the Libraries and UCSB, raising gifts to meet identified fund raising priorities.

Director works to ensure that all aspects of his/her development program are internally consistent, thematically related, and compatible with the policies and priorities of the Libraries, Development Office and University.

JOB FUNCTIONS AND DUTIES

Listed below are the job Functions and Duties, both Essential and Non-Essential, listed in order of importance. Essential duties define the methods, procedures, and techniques by which essential functions are carried out. They show what is done, how it is done, and why it is done. Non-Essential functions are duties that are a peripheral, incidental or minimal part of the job. Removal of a Non-Essential duty would not fundamentally change the job.

The total percentage of all Essential and Non-Essential duties must add up to 100%, regardless of part-time status.

Order of Imp	Essen Duty	%	Freq.	Function	Duties
1	Yes	65	Daily	Fund Raising	<ul style="list-style-type: none"> identifies, cultivates, solicits, closes and stewards major gift prospects devotes significant effort to personal solicitations focusing primarily on major gifts meets individually with major gift prospects in and out of the Santa Barbara region supports and staffs the Librarian, and/or other senior administrators, as appropriate, in major donor prospect relationships including proposing planned strategies leading to gifts; briefings in preparation for development-related meetings; drafts or plans letters to donors

UNIVERSITY OF CALIFORNIA, SANTA BARBARA

					<p>and prospects, comments for donor gatherings; and sets and coordinates individual meetings with many key gift prospects</p> <ul style="list-style-type: none"> • attends various meetings and University events, including some activities on weekends, evenings, and out of town, in order to cultivate or solicit donors • develops and manages volunteer involvement for the Libraries major gift fund raising effort, to the extent appropriate for the program, including working with Trustees of The UCSB Foundation Board
2	Yes	15	Daily	Community Relations	<ul style="list-style-type: none"> • serves as VCIA designate for development-oriented support groups for the Library • attend meetings of the board of the Friends of the Libraries, and works with the FOL President to foster the membership outreach and development potential of the FOL through programs, mailings, events, individual contacts and special projects • coordinates with appropriate staff to prepare and produce printed and electronic publications in support of the Libraries' fund raising and outreach efforts (brochures, mailings, press releases, web pages or other similar materials)
3	Yes	20	Monthly	Strategy and Administration	<ul style="list-style-type: none"> • creates a clear list of fund raising priorities for the Libraries, based on the Librarian's priorities • creates and executes a master plan, that includes an annual operating plan, expenditure budget and revenue goal, for development of private gift support for the Libraries, which, based on the Librarian's direction, prioritizes and coordinates the Libraries fund raising activity • manages an entertainment and travel expenditure budget for the program • initiates donor recognition and publicity, as appropriate (working in coordination with the Donor Relations and the Office of Public Affairs) • designs and executes tailored acknowledgments and recognition of large gifts (working in coordination with Donor Relations) • participates in various Development Office, Libraries or other University committees, or handles special assignments, as appropriate • collaborates with other college, school and unit based development officers, in particular in the context of the Campaign and collaborative academic programs and activities • supervises a full-time administrative assistant • completes other duties as assigned
4	Yes	0	Weekly	Reporting and Functional Relationships	<p>The Director reports to the AVC or designee and works as a member of the Libraries and Development Office staffs. The Director's program plan approval and performance evaluation are carried out jointly by the Librarian and the AVC or designee. The Librarian evaluates the Director's performance in areas such as knowledge of the Libraries' specific goals, case for support and fund raising priorities; ability to serve the Libraries' unique needs and proficiency in execution of the Libraries' fund raising plans. The Librarian establishes fund raising priorities. The AVC or designee evaluates the Director's performance in areas such as knowledge of the University's case for support, professional fund raising procedures, techniques and standards; achievement of fund raising and volunteer management goals as defined in the annual operating plan; and knowledge of and compliance with University of California, UCSB, and The UCSB Foundation policies, procedures and systems as these pertain to development. The Director coordinates with both the Librarian and the AVC or designee to establish an action plan, goals and priorities, and day-to-day activities.</p> <p>The Director's working relationships include a close, daily working relationship with the Librarian and the Libraries senior administrators and colleagues throughout the Development Office and Division of Institutional Advancement. The Director ensures coordination between fund raising for the Libraries, and other Development Office programs such as the development programs for other colleges, schools and units, the Annual Fund, Foundations, Corporations and Planned Giving; Prospect Research; Prospect Management & Tracking System (PMATS); Donor Relations and Stewardship; donor acknowledgment programs which support development, and other development-related units. Through this coordination, the Director ensures maximum and efficient use of the University Development and Institutional Advancement programs, to support the Libraries effort to raise gifts. The Director also interacts with faculty, administrative staff and the larger campus community.</p>

PHYSICAL, MENTAL AND ENVIRONMENTAL REQUIREMENTS

PHYSICAL
 Continuously=Activity occurs > 66%
 Frequently=Activity occurs 33% to 66%
 Occasionally=Activity occurs < 33%
 Not Applicable=Activity does not exist

On the job, the employee must:

Stand: **FREQ.**

Walk: **FREQ.**

Bend: **FREQ.**

Sit: **FREQ.**

Crouch / Squat: **N/A**

Kneel / Crawl: **N/A**

Climb: **N/A**

Reach Above Shoulder Level: **OCCAS.**

Use Keyboard / Mouse: **FREQ.**

HAND ACTIVITIES:

Fine Dexterity: **FREQ.**

Hand Twisting: **OCCAS.**

Simple grasping: **FREQ.**

Power grasping: **N/A**

Other:

Frequency of Other Activity: **No Response**

LIFTING ACTIVITIES:

Light lifting: **OCCAS.**

Moderate lifting: **OCCAS.**

Heavy lifting: **N/A**

PUSH / PULL ACTIVITIES:

Light pushing / pulling: **OCCAS.**

Moderate pushing / pulling: **OCCAS.**

Heavy pushing / pulling: **N/A**

MENTAL

Continuously=Activity occurs > 66%

Frequently=Activity occurs 33% to 66%

Occasionally=Activity occurs < 33%

Not Applicable=Activity does not exist

On the job, the employee must be able to:

Read/comprehend:

CONTIN.

Write:

FREQ.

Perform Calculations:

FREQ.

Communicate Orally:

FREQ.

Reason and Analyze:

CONTIN.

Other:

Frequency of Other Activity: **No Response**

ENVIRONMENTAL

Continuously=Activity occurs > 66%

Frequently=Activity occurs 33% to 66%

Occasionally=Activity occurs < 33%

Not Applicable=Activity does not exist

On the job, the employee:

Is exposed to excessive noise:

OCCAS.

Is around moving machinery:

N/A

Is exposed to marked changes in temperature and/or humidity:

N/A

Is exposed to dust:

OCCAS.

Is exposed to fumes:

N/A

Is exposed to gases:

N/A

Is exposed to radiation:

N/A

Is exposed to microwave:

N/A

CLASSIFICATION DESCRIPTION

THE GEORGE WASHINGTON UNIVERSITY

Issued: 03/05

Supersedes: Director of Development, The Gelman Library System (Issued 04/01)

FLSA: Exempt

Occ. Cat: 01

Code: 09BB

Grade: 24

Title: Director of Advancement, The Gelman Library System

Department or School:

Advancement and Alumni Affairs

BASIC FUNCTION AND RESPONSIBILITY

To work with the University Librarian and the Associate University Librarian in the identification, cultivation, and solicitation of major gifts for The Gelman Library System.

CHARACTERISTIC DUTIES AND RESPONSIBILITIES

1. Works with the University Librarian, Associate University Librarian and the University's Advancement Office to identify priority needs for major gift support.
2. Works with the University Librarian, Associate Librarian, and the University's Advancement Office to identify major gift prospects related to The Gelman Library System.
3. Works with the University Librarian, Associate University Librarian and the Vice President for Advancement & Alumni Affairs to establish programs for the cultivation of identified major gifts prospects, including visits by the University Librarian, Associate University Librarian or appropriate Gelman Library System staff members to social events, advisory boards and other efforts.
4. Makes personal calls, with the University Librarian or others, to solicit major gifts for The Gelman Library System.
5. Serves as a senior member of the University's Advancement Office staff and coordinates with other academic affairs advancement officers on prospect assignments and fund-raising strategy.

SUPERVISION RECEIVED

Administrative supervision is received on an as-needed basis from the Associate Vice President of Advancement, School Programs. Functional supervision is received from the University Librarian and the Associate University Librarian for Administration, Development and Personnel with regard to the priority needs for which support is to be solicited.

SUPERVISION EXERCISED

Administrative and functional supervision is exercised over the staff of The Gelman Library System Development Unit.

ENTRY-LEVEL QUALIFICATIONS

A Bachelor's Degree in Business Administration, Marketing (or a closely related field), or an equivalent combination of education, training and experience is necessary. An advanced degree is preferred.

A minimum of six years of fund-raising experience in major gifts and board development is necessary.

Experience in writing grant proposals is desirable.

The George Washington University is an Equal Opportunity/Affirmative Action Employer.

This description is intended to indicate the kinds of tasks and levels of work difficulty that will be required of positions that will be given this title and shall not be construed as declaring what the specific duties and responsibilities of any particular position shall be. It is not intended to limit or in any way modify the right of any supervisor to assign, direct, and control the work of employees under his/her supervision. The use of a particular expression or illustration describing duties shall not be held to exclude other duties not mentioned that are of similar kind or level of difficulty.

General Description:

The role of the Sr. Associate Director of Development is to represent the Sheridan Libraries while establishing and managing effective relationships with major gift donors. In this role, the Sr. Associate Director will serve as a major gifts fundraiser, identifying, soliciting and stewarding major gifts prospects. These prospects will primarily include individual donors who are capable of making gifts of \$25,000 or more.

Duties include: effectively represent the case for support of the Sheridan Libraries, manage a mixed (discovery through stewardship) portfolio of approximately 125 major gift prospects per year; manage 10-12 prospect visits/month; raise on average \$3M+ annually from major gift prospects; work collaboratively with colleagues in the Sheridan Libraries, other divisions, central development, trustees, volunteers, deans, faculty and senior administration to plan and implement fundraising strategies to meet campaign goals; manage the scheduling and arrangement of on-site and off-site meetings, luncheons, tours, visits, etc. with major gift prospects, manage the stewardship program for all major gift donors; responsible for utilizing the prospect data systems for prospect management.

Qualifications:

Bachelor's degree with minimum of 5-7 years of related experience with demonstrated success in closing major gifts and individual solicitations; must be highly motivated, goal-oriented self-starter who is comfortable with both qualitative and quantitative evaluation; must have strong oral and written communication skills and computer skills; able to manage multiple projects simultaneously and effectively; able to make independent decisions and use keen judgment, and work as part of an effective team securing the success of the library's development and alumni relations program.

THE UNIVERSITY OF MANITOBA
POSITION DESCRIPTION QUESTIONNAIRE

GENERAL INSTRUCTIONS

Complete all sections of the position description and type or print the final version. Use words that apply to both genders. Contact the Human Resources Department if you need assistance.

SECTION 1. IDENTIFICATION

NAME OF INCUMBENT: _____

PRESENT CLASSIFICATION (IF KNOWN): _____

TITLE OF POSITION: _____ Libraries Major Gifts Officer (full-time, permanent)

ADDRESS OR LOCATION OF POSITION: _____ Elizabeth Dafoe Library / Frank Kennedy Center

DEPARTMENT OR UNIT: _____ University of Manitoba Libraries / Department of Development

NAME AND TITLE OF PERSON

SUPERVISING THIS POSITION: _____ C. Presser, Director of Libraries / M. Hamilton, Dir. of
Development

The Libraries Major Gifts Officer will report directly to the Director of Libraries regarding the achievement of the strategic fundraising plan and priority of work and will have development work overseen by the Director of Development. Will also receive guidance on development methodologies and related University of Manitoba policies/procedures and on accessing resources and professional development from the Department of Development.

SECTION 2. SUMMARY

This section is intended to be a capsule summary of the position and its relationship to the work unit in which it is located. Therefore, you may wish to complete it after completing Section 3.

A. **THE UNIT** (Briefly indicate the size, purpose and goals of the Faculty/School, Department and Unit. Start with Faculty or Unit; then move to immediate work unit. Include sizes of budget, staff, students, etc.)

The Department of Development at the University of Manitoba has the responsibility to support the University of Manitoba in fulfilling its academic, research and institutional aspirations by acquiring private funding from corporations, foundations, faculty, staff, students, alumni and individual donors as well as non-operating government support. University procedures provide that no fundraising project can be undertaken by a unit/Faculty/School without the knowledge and approval of the Department of Development. The Department of Development works in close collaboration with the Director of Libraries in this regard.

The University of Manitoba Libraries consist of eleven unit libraries on the Fort Garry Campus and one on the Bannatyne Campus, as well as nine satellite libraries. Together they contain over 2,000,000 volumes, subscribe to 9,000 serials, hold a variety of materials in microform and multimedia formats and provide access to both local and remote databases. The University of Manitoba Libraries continues to move forward in fulfilling its vision of being recognized as an essential resource for information within the university and the Province of Manitoba, providing an environment which fosters scholarship, creativity and learning. The Libraries objective is to support the university's teaching and research agenda by developing the collections, both print and electronic and provide access to the collections through technology and services in all of the libraries. The Departments of Development and Advancement Services support the development needs of all University of Manitoba Libraries.

The University of Manitoba's Department of Development oversees the following programs for all faculties, schools and Libraries:

- **Annual Giving Program:** The Annual Giving Program solicits gifts annually from alumni, faculty, staff, parents, students, friends and businesses. These gifts help to provide scholarships and enhance programs beyond what can be covered through operating grants and tuition fees, and are the foundation to the university's development program. The current AGP is responsible for approaching alumni of the University of Manitoba, parents of student currently attending the university and current university faculty, staff and students. Phone, mail, a combination of phone/mail, and peer-to-peer approaches are used.
- **Planned Giving Program:** Planned Giving is the process of designing charitable gifts so that the donor realizes philanthropic objectives while maximizing tax and other financial benefits. Such gifts tend to involve the transfer of accumulated assets that have been earned or acquired over a lifetime. For that reason, they usually require the donor's careful consideration of how the transfer of a gifted asset will affect his/her current financial planning and estate planning, so they are not spontaneous. These gifts may be deferred or outright. The most common deferred gift arrangements are bequests. Donors may also support the university through gifts of property, annuities, life insurance and charitable remainder trusts. The process necessarily involves consideration of the effect of various gift options on the donor's income and tax position and therefore professional advice is required in most cases.
- **Major Gifts:** Major gifts are solicited on a peer-to-peer basis. Potential major donors are identified, researched and cultivated, and then a solicitation is made by a volunteer and/or representative of the university. Prospects may include individuals, corporations, foundations and organizations.
- **Capital Campaigns:** Capital Campaigns are undertaken under the direction and approval of the University to raise funds for capital projects. The Department of Development is responsible for establishing the feasibility of the campaigns, creating the campaign plan, creating the marketing strategy, identifying prospects and soliciting prospects and donors, in consultation with the Deans, Directors and any advisory or campaign cabinets that are established to assist with solicitations. The Department of Development also provides all acknowledgement and recognition of capital gifts.

The University of Manitoba's Department of Advancement Services oversees the following programs for all faculties, schools and Libraries:

- **Research:** Identify and gather information on donor prospects and donors for all development programs.
- **Awards Coordination:** Facilitate the process of establishing an award at the University.
- **Database Administration:** Manage and maintain biographic data on all alumni, prospects and donors, and financial data on all donors and alumni.
- **Reporting:** Provide timely and accurate biographic and/or financial information regarding alumni, prospects and donors to staff (internal and external) and outside organizations or individuals, as required.
- **Gift Processing, Acknowledge and Follow-up:** Process all gifts to the University of Manitoba from individuals, corporations, foundations and organizations, and send the appropriate receipt and acknowledgement. Follow up with reminder notices as required.
- **Stewardship/Donor relations:** Faithfully and competently carry out the purpose of a gift and communicating to the donor the impact of the gift on the university as well as the appreciation for the gift.
- **Administrative Support:** Clerical and administrative assistance to support all of the development programs, including word processing, meeting and event arrangements, overhead preparation and assisting with preparation of mailings.

B. **THE POSITION** (Briefly explain: why this position exists, what it is intended to do, and how it assists in meeting the work unit's goals.)

The incumbent reports to the Director of Libraries for the content and priority of work and has work overseen by the Director of Development. The incumbent is part of the development team providing fundraising assistance to the University of Manitoba Libraries. The incumbent is responsible for the overall comprehensive fundraising plans and strategies for the Libraries and, in collaboration with the Director of Development, will ensure they are consistent with the University's fundraising goals. The intended result is increased outright and deferred gifts to the Libraries. This includes collaborating with staff in the Departments of Development and Advancement Services in planning, implementing and managing an annual giving program, a major gifts solicitation program for assigned prospects, a planned giving program and for maintaining a tracking and reporting system to manage the funds, donors and prospects for which the incumbent is responsible. Major responsibilities include: developing strategies and overseeing the fund-raising cycle, including prospect identification, cultivation, solicitation, recognition and stewardship. The position will receive stewardship and development assistance from the development team.

The incumbent, in collaboration with the Director of Development, works closely with senior corporate volunteers and individuals who are planning significant gifts to the University of Manitoba.

SECTION 3. KEY RESPONSIBILITIES AND DUTIES

Major development responsibilities in the Libraries include developing strategies and overseeing the fundraising cycle, including prospect identification, cultivation, solicitation, recognition and stewardship; acting as a liaison with and supporting the Director of Libraries. The incumbent also works with volunteers to identify prospects and raise funds for the Libraries.

The role of the Libraries Major Gifts Officer is to:

- As a key member of the Library’s development team, collaborate with the Director of Development to ensure that prospect clearance, management and strategies for the Libraries are properly managed.
- Identify, qualify, cultivate and close gifts in the \$25,000 - \$1.0 million range.
- Design and develop effective solicitation strategies and manage prospect relationships in a way that enhances continued and increased support to the Libraries.
- Organize time well, allowing for significant interface with prospects. The ultimate annual expectation is 50-75 face-to-face prospect visits, 30-50 solicitations and 20-40 closed gifts.
- Represent the University of Manitoba and its Libraries to the outside world and facilitate relationships between individuals, corporations, foundations and key members of the university, leading to significant gifts.
- Recruit, engage and support volunteers in solicitation work.
- Write persuasive, appropriate funding proposals communicating the Library’s plans, programs, services and initiatives for potential donors. Consult with the Department of Development for assistance when required.
- In collaboration with the Stewardship Officer, administer and steward each gift according to the donor’s wishes.
- Manage the tracking of all gift proposals.

The incumbent will be required to travel to some major centres and meet with donors. This involves flexibility in work hours, including evening and weekend work. The personal nature of these approaches and relationships requires that accurate records of all contacts and correspondence are maintained. Strict adherence to follow-up commitments, details and timelines is critical to the success of the program.

SECTION 4. SUPERVISORY RESPONSIBILITIES

1. Responsibility for the direction or supervision of employees: (YES or NO)
2. _____ Full-Time _____ Part-Time _____ Temporary _____ Casual _____ Students
number number number number number
3. Highest classification of employee supervised: _____
4. Nature of supervision exercised ("X" the appropriate description(s) and explain below)
(a) Hires [] (b) Recommends [] (c) Interviews [] (d) Trains [] (e) Evaluates Performance []
(f) Motivates [] (g) Disciplines [] (h) Assigns and Distributes Work [] (i) Other []

SECTION 5. SUPERVISION RECEIVED

What degree of supervision, direction or guidance does this position receive? Check the appropriate box.

- Detailed verbal/written instruction
- Standard practices, occasional referral to supervisor
- Considerable independence in choosing methods used to complete well-defined projects
- Significant independence in establishing practices and procedures and maintaining objectives
- Administrative guidance governed only by University policies and goals

SECTION 6. CONTACTS AND RELATIONSHIPS

<u>TITLE OF CONTACT</u>	<u>FREQUENCY</u>	<u>REASONS</u>
A. INTERNAL <i>(e.g. Deans, Admin. Assistants, etc.)</i>		
	<i>(Daily, monthly, regularly, etc.)</i>	<i>(To get information,</i>
Director of Libraries &	regularly	Content & priority of work. Plan, strategize evaluate activities
Director of Development	regularly	Oversight, direction and collaboration
Staff in Libraries	regularly	Secretarial & administrative support
Staff in Department of Development services	regularly	Collaborate on & obtain development
Staff in Dept of Advancement Services services	regularly	Collaborate on & obtain advancement
Stewardship Officer	regularly	Stewardship services
Development Assistant	regularly	Development assistance & support
Faculty in Libraries development	as needed	Obtain information related to initiatives
Vice-President (External)	as required	Reporting
B. EXTERNAL <i>(e.g. Govt. Agencies, Suppliers, Professional Organizations, Journals, Publishers, the media, the community, etc.)</i>		
Other universities in Canada & USA	as required	Receive and share information
Corps, Foundations, Organizations, etc	regularly	Cultivate and solicit
Volunteers	regularly	Supervise and oversee development service
Alumni, donors, prospects steward	regularly	Provide &/or gather information, cultivate,

SECTION 7. EQUIPMENT USED

(List only those major items that would contribute to an understanding of the complexity of the position and the percentage of time spent using them.)

<u>TYPE OF EQUIPMENT</u>	<u>PURPOSE IT SERVES (IF NOT OBVIOUS)</u>
Audio visual	For presentations
Personal Computer& mainframe terminal	To access records & generate reports
PC as connection to mainframe data	
Word processing	

SECTION 8. INDEPENDENCE OF ACTION

1. What decisions/actions does the incumbent make/take on own initiative? Give examples.
-Works independently to develop, plan and implement fundraising initiatives; determine prospective donors; approach agencies and foundations. Receives oversight from Director of Development as required.

2. What decisions/actions does incumbent share with others? Give examples.
-Incumbent is responsible for achieving the annual plan and meets with the Director of Libraries and the Director of Development on a regular basis to monitor progress, at which time adjustments are agreed upon.

3. What decisions/actions does the incumbent refer to others? Give examples.
-Donations from planned giving commitments that require special institutional approval or anything that may have financial implications for the Department of Development or the University.

SECTION 9. WORKING CONDITIONS FOR THE POSITION

In describing working conditions, assume a reasonable match between the incumbent and this position and address the question: How would most people describe these conditions?

1. Physical Effort
Provide examples of following types of physical effort, showing how much, how long, how often.
Lifting material:
Stretching, pulling, pushing:
Moving material:
Climbing, walking:
Working in awkward positions or circumstances:
Sitting or standing:
Manual dexterity:
Other:

2. Physical Environment
Office air tends to be stale.

3. Sensory Attention
Analysis of fund-raising statistics requires a considerable amount of concentration. Daily, but for short periods of time. Annually on a more in-depth basis. Strong attention and listening skills when meeting with prospects.

4. Mental Stress
Irregular work hours – weekly
Pressure of reaching fund-raising goals - continuous
Working with volunteers is demanding
Techniques and preparation of written resource material requires constant creativity - continuous

What control do you have over your work pace? Explain:
Responsibility for developing and implementing an annual development plan for the libraries, collaborating with the Director of Development, and reporting to the Director of Libraries.

Is the nature of your job repetitive? Explain:
NO

Is your lifestyle disrupted by work schedules or travel requirements? (Show how much, how long, how often).
- Working with volunteers requires early morning, noon and evening meetings
- Occasional travel is required for conference/professional development; travel is required to talk to major donors/leadership donors

SECTION 10. QUALIFICATIONS

NOTE: This section is to be completed as if the position were vacant, as it is used when preparing a position vacancy. The qualifications required in Section 10 must be consistent with the key responsibilities and duties assigned in Section 3. For example if Section 3 has assigned accounting responsibilities, then Section 10 must include a corresponding level of accounting training or experience. This will vary with the level of position from bookkeeping knowledge or experience to formal accounting designations.

MINIMUM FORMAL EDUCATION/TRAINING REQUIRED:
A university degree in a related field is required. An equivalent combination of education and experience may be considered

EXPERIENCE:
At least five years experience in fundraising, with an emphasis on major gifts solicitation is required. Experience with library fundraising is an asset. A proven record of successful fundraising is required. Successful experience working with the public is required. Experience in public speaking and making presentations is required.

SKILLS:
Basic skills with the current version of Microsoft Word and spreadsheet applications required. Experience creating PowerPoint presentations is required.

ABILITIES:
Excellent verbal and written communication abilities are essential. Demonstrated organization skills and the ability to work independently are essential. Demonstrate ability to guard confidentiality.

PHYSICAL REQUIREMENTS:
Physically capable of performing the duties as assigned. The position requires extensive travel; a valid driver's license and access to an automobile is essential.

OTHER JOB RELATED QUALIFICATIONS THAT MAY BE PREFERRED:
Evidence of satisfactory work record.

SECTION 11. SIGNATURES

I have read and understand this description of my position:

_____	Employee	_____	Date
APPROVALS			
_____	Immediate Supervisor	_____	Date
_____	Department Head or Grantee	_____	Date
_____	Dean, Director, or Head of Administrative Unit	_____	Date

MU Libraries Position Description

Title: **Director Development Fund, Position number c41202**
Working Title: Director of Development – MU Libraries
MU Libraries - Administration
Reports to: Director, MU Libraries

I. Summary Description

Direct and provide services in assessing, cultivating, soliciting, and providing stewardship to MU Libraries major and prospective donors.

II. Description of Duties

% Time A. Regular Duties

- % 1. In conjunction with the Libraries' Director, establish annual and campaign plans, goals and objectives for the Libraries development program and operating plans designed to facilitate achievement of these goals and objectives.
- % 2. Plan and execute major donor assessment, cultivation, solicitation and stewardship calls at the level of at least 250 annually.
- % 3. Assist and manage the operational details and implementation of policies, programs and techniques to raise private funds from alumni, friends, corporations, foundations and estates.
- % 4. Recruit, organize, supervise and motivate volunteer leaders to serve on development boards, committees and campaign organization for the purpose of raising private funds for the Libraries.
- % 5. Administer and supervise the daily activities of the development office in areas of budget, gift receiving (non-value) and management, donor research and relations, and volunteer leadership training.
- % 6. Develop and draft case statements, proposals, and solicitation appeals for use in fund raising.

Supervision Received

Direction is received from the Director of the Libraries and the Assistant Vice Chancellor for Development.

Supervision Exercised

Administrative supervision may be exercised over an assistant with duties in development and public relations. Administrative and/or functional supervision may be exercised on a shared basis over one or more office support staff. Functional supervision may be exercised over numerous part-time volunteer staff.

Qualifications

Bachelor's degree. 4-5 years in higher education fund raising management and alumni/volunteer relations management is necessary.

Preferred Qualifications

Experience in fundraising in an academic research library environment.

Major or significant coursework in communications, public relations, marketing or similar areas.

Demonstrated oral and written communications skills.

Demonstrated group presentation skills.

Demonstrated donor research skills.

Salary Range: \$42,595 - \$77,652

Special Notes: 40%-50% traveling.

Created: October 2000

c41202

EFFECTIVE DATE: 1 July 2005
REVISED:

Name:
Functional title: Director of Communications and Development

PRIMARY FUNCTION: The Director of Communications and Development will provide leadership, direction, and coordination for internal and external communications, fundraising and gifts, and staff development for the Heard Library. With guidance and direction from the University Librarian and the Head of Public Services, this position will work collaboratively with library staff, donors and the campus community to develop and maintain a coherent, shared vision and direction for the Heard Library.

MAJOR DUTIES AND RESPONSIBILITIES:

The Director will work in conjunction with the Head of Public Services to accomplish the fifth goal of the Library's 2005-2010 Strategic Plan, "Communications with Users." S/he will also work with system-wide teams to accomplish the staff development and communications goals. S/he will serve as a member of the Library's Strategy and Planning Council.

The Director will create, implement and evaluate a **publicity plan** for the Library to improve communication between our stakeholders and the Library and to make staff more aware of our users' needs and perceptions. S/he will work with a Communications Team to determine if a marketing plan is warranted. S/he will write and distribute the biweekly staff newsletter, the Monthly Report of the Office of the University Librarian and the minutes of the Library Management Council and the Faculty Library Committee, and provide oversight for other internal staff communications, including the Staffweb.

S/he will create, implement and evaluate a **development plan** for the Library to increase Library funding and to support special programs designated by the University Librarian. The Director will identify and cultivate potential donors for a future building program. S/he will provide oversight for the *Acorn Chronicle*, the Heard Library Society and the Friends of the Library. S/he will work closely with Special Collections to cultivate donors, solicit in-kind gifts, and steward donors to that department.

S/he will develop programs to train staff to improve their work-related skills as well as improve their working lives. We will make the Library a learning organization in which staff acquire new skills at an increased pace to keep current with technological change. At the same time, the **staff development program** will create opportunities for staff to come together to encourage collaboration across the libraries.

Supervisory Responsibilities:

The Administrative Assistant for Development will report to the Director. S/he will also direct a communications team and a staff development team to plan and implement those projects.

Budgetary Responsibilities:

The Director of Communications and Development works with the development team of Arts & Science to administer a development budget. She also administers the Friends of the Library budget.

COMMUNICATIONS:

Internal: Frequent contact with various departments, staff, and faculty members to exchange information. Tact and discretion are often involved.

External: Frequent contact with journalists and donors outside of Vanderbilt University to provide information. Tact and discretion are always involved.

Student/Faculty/Patron: Frequent contact with students, faculty, and library patrons to solicit input on needed services and service satisfaction. Communication of library programs and services must be effective.

The intent of this job description is to provide a representative summary of the major duties and responsibilities performed by staff in this job classification. Staff members may be requested to perform job-related tasks other than those specifically presented in this description.

Evaluation Forms

**UNIVERSITY ADVANCEMENT
PERFORMANCE FEEDBACK SYSTEM FOR
ADMINISTRATIVE AND PROFESSIONAL STAFF**

The Performance Feedback System for administrative and professional staff is designed to assist supervisors and employees in their performance feedback discussions. Performance expectations should be discussed and mutually understood by the supervisor and the employee, and should be directly related to major results and performance dimensions. The established performance expectations are the benchmarks for determining the employee's performance during the review period.

Name:

Supervisor:

Position Title:

Length of Time in Current Position:

Review Period: From: To:

Supervisor Signature _____

Employee Signature _____

PERFORMANCE EXPECTATIONS PLANNING WORKSHEET

Identify the major results that you have achieved over the past six months in direct relation to your job duties/responsibilities as well as those that you expect to accomplish in the next six to twelve months. Please be specific by including actual fundraising dollar totals, participation percentage figures, and other data that will support your activities. Your comments will help facilitate the discussion of your performance evaluation along with your goals and objectives.

- A. Please list the significant accomplishments that you have achieved over the past six months.
- B. What are the major results to be achieved in the next 6-12 months? Be as specific as possible in identifying the major results.

<u>DIMENSIONS/BEHAVIORS</u>	Consistently Exceeds Expectations	Often Exceeds Expectations	Meets Expectations	Approaches Expectations	Does not Meet Expectations	Comments (Briefly describe key rationale)
LEADERSHIP						
- Sets high expectations						
- Leads by example						
- Committed to thorough implementation						
- High ethical standards						
- Challenges status quo						
TEAMWORK						
- Creates positive atmosphere with others						
- Builds upon ideas to improve results						
- Team player – not team owner						
WORKING RELATIONSHIPS						
- Establishes productive relationships with peers, admin., donors, alumni						
- Anticipates impact of decisions on others						
JOB KNOWLEDGE						
- Possesses learning orientation						
- Possesses state of the art knowledge						
- Conscientiously keeps knowledge current						
PLANNING & PROBLEM SOLVING						
- Forward thinking; well organized						
- Effectively deploys resources						
- Makes sound decisions on timely basis						
ADMINISTRATION						
- Details are managed with excellence						
- Deadlines adhered to						
- Timely follow-up on requests						
COMMUNICATION						
- Effectively and concisely conveys appropriate information either verbally or in writing						

Budgets

Development Budget

	Actual Fiscal Year 05*	Proposed Fiscal Year
06		
Travel		
Development calls	\$ 5,687	\$ 10,000
Professional development	\$ 4,300	\$ 7,000
Postage	\$ 921	\$ 1,200
Telephone	\$ 240	\$ 500
Photocopies	\$ 200	\$ 500
Printing	\$ 5,143	\$ 7,000
Supplies/Services	\$ 1,866	\$ 3,000
Dues	\$ 85	\$ 150
Development Events	\$ 11,600	\$16,000
Miscellaneous	\$ 100	\$ 1,000
Public Relations/Marketing	\$19,009	\$25,000
TOTALS	\$49,151	\$71,350

*As of April 21, 2005

Purdue Libraries Advancement Budget

FY 2005-06

	Printing	Mailing	Photo-graphic	Food	Supplies/ Rental/ honorarium	Hotel/ airfare/ car rental	Budget Total
Publications and marketing							
Newsletters (2)	30,000.00	12,000.00	1,000.00				43,000.00
Campaign materials	2,000.00		1,500.00				3,500.00
Libraries general brochures	3,000.00		500.00				3,500.00
Miscellaneous printing (notecards, bookmarks, etc.)	4,000.00						4,000.00
subtotal							54,000.00
PR and Development Events							
State Fair	50.00				1,429.68		1,479.68
Homecoming	50.00			50.00	2,655.95		2,755.95
Chicago Purdue Day	50.00			500.00	1,650.00		2,200.00
Distinguished Lecture Series							
1. First Man Lecture and Reception	1,000.00	250.00	200.00	1,200.00	500.00		3,150.00
2. Spring lecture	1,000.00	250.00	200.00	1,200.00	10,000.00		12,650.00
William Latta Exhibit Reception	200.00	200.00		800.00	100.00		1,300.00
PFDA Exhibit and Reception	200.00	200.00	200.00	1,200.00	500.00		2,300.00
Library Scholars Grants Luncheon	200.00	100.00		1,500.00	250.00		2,050.00
Women of Purdue	200.00	50.00	150.00	500.00	100.00		1,000.00
Jack Albright Reception	250.00	50.00	100.00	300.00			700.00

Purdue Libraries Advancement Budget

FY 2005-06

	Printing	Mailing	Photo-graphic	Food	Supplies/ Rental/ honorarium	Hotel/ airfare/ car rental	Budget Total
Coffee shop grand opening		300.00	200.00	500.00	500.00		1,500.00
Event momentos BGR, State Fair, Homecoming, Grad Student Fair, Coffee Shop opening					4,000.00		4,000.00
subtotal							35,085.63

Purdue Libraries Advancement Budget

FY 2005-06

	Printing	Mailing	Photo-graphic	Food	Supplies/ Rental/ honorarium	Hotel/ airfare/ car rental	Budget Total
Development							
Mailing							
Lapsed donors	1,500.00	500.00					2,000.00
Additional mailing TBD	1,500.00	500.00					2,000.00
Honor and Remember	1,200.00	250.00					1,450.00
Thanksgiving card	2,500.00	500.00					3,000.00
subtotal							8,450.00
Donor Recognition							
Dean's Club Plaque plates					500.00		500.00
Tokens of appreciation (books)					500.00		500.00
subtotal							1,000.00
Major Gift activities							
Dean's Advisory Council	200.00		200.00	3,500.00	2,000.00		5,900.00
Entertainment							
Football games & buffets				1,200.00	24,000.00		25,200.00
Meals with donors				4,000.00			4,000.00
Bowl game						4,000.00	4,000.00
Travel							
						8,000.00	8,000.00
subtotal							47,100.00

Library Gift Materials Policies

	Online Library Catalogs	Online Research Resources	Library Services	Library Help	Site Map/Search	Home
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University Library *Office of Collections*

UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN

Library Administration
Home
Collections
Policies & Planning
Committees
Gifts
Tools & Forms
Contacts
Site Map
Search this website: <input type="text"/>
<input type="button" value="GO"/>

GIFTS POLICIES & PROCEDURES

This policy and procedure is intended to address donations of print, non-print and related gifts of both general and special nature. It does not address the specialized requirements of manuscripts and archives. The University Archivist and other specialists, such as the Librarian for the Illinois Historical Survey, must be consulted when dealing with manuscript and University collections.

The University of Illinois Library actively seeks gifts-in-kind to help provide additional materials that might not otherwise be available to users. Gifts to the Library benefit students and researchers at The University of Illinois at Urbana-Champaign and thousands of researchers and citizens throughout Illinois, the nation and the world. Responsible stewardship of gifts of material to the Library collection is as important to the general vitality of our Library as are the purchases we make. In addition, the Library is able to develop important friendships with donors, who often continue to find ways to enhance our Library and its collections and services.

RESPONSIBILITY & GUIDELINES FOR ACCEPTING GIFTS

The subject specialist or the AUL for Collections makes the decision to accept individual items as gifts for addition to the UIUC Library collection. When gifts are sizable (e.g. more than 250 items) or potentially rare or valuable (over \$1,000), the University Librarian, the Library Development Office, and the Rare Book and Special Collections Librarian must be notified also. When gift collections include up to 250 items, the subject librarian should consider discussing space and processing issues with the Office of Collections. Where gifts are archival or manuscripts materials, the University Archivist also must be notified. The Significant Gifts Review Committee reviews large or potentially rare and valuable gifts, and makes recommendations to the University Librarian in accepting these kinds of gifts. The Rare Book and Special Collections Librarian, the University Archivist and the AUL for Collections can advise on the significance of gifts to our collections, and should be consulted if there is any question about the donation.

In general, the Library does not accept or add to our collections items that have the following characteristics:

- items that are in poor physical condition
- off-prints of journal articles or book chapters
- programs for conferences that list only dates, times, and speakers, but do not include the papers presented or the abstracts of papers

There are other materials that should receive careful consideration, as they are items we typically would not accept. Some examples include:

- outdated college-level textbooks
- mass market paperbacks
- and duplicate copies of items already owned by the University Library

Off-prints of journal articles and book chapters authored by UIUC faculty (past and present) should be referred to the University Archives. Over the course of many years, colleges, departments and faculty have purchased material with University money and these items have bookplates that identify them as part of the University of Illinois Library . These items are routinely returned to the Library when campus faculty and staff clear out offices. These materials may be added to the Library collection or shared with other state-supported libraries in Illinois , but may not be sold at a book sale or otherwise bartered.

Donated items that are not added to the collection will go into the University Library book sale, or may be made available to other state university libraries in Illinois . The AUL for Collections may also contract with an out-of-print dealer to sell collections, with proceeds going into the Library Book Sale fund in the collections budget. Cohesive collections may not be given away or sold until two years have passed since the acquisition of the gift, according to IRS regulations.

APPRAISAL OF DONATIONS

Potential donors must be advised that UIUC librarians cannot make a monetary appraisal of donated materials, because such an appraisal constitutes a conflict of interest. The AUL for Collections and the Rare Book and Special Collections Librarian can suggest outside agencies that potential donors may contact for an appraisal. In addition, donors can be advised that many services exist on the internet that may help them place a value on their donations. The AUL for Collections, the Acquisitions Librarian or the Rare Book and Special Collections Librarian can provide current suggested sites and work with the donor as needed to guide him or her through the appraisal process. *[provide a link to the Collections web site and a list of places to identify appraisers as well as general information on how donors can develop their own appraisals for gift less than \$5,000.]*

Although the Library does not provide appraisals of gifts in kind, the University does require an inventory of all gifts that are accepted for our collection, including an assessment of the value of the gift. For the many gifts that come to the Library in small lots, the Library Business Office uses a formula annually to account for the added value to the Library collections. For gifts that require a Deed of Gift, the AUL for Collections, in consultation with subject specialists, supplies an approximate assessed value.

In most circumstances, donors are responsible for sending gifts to the Library. In certain cases, the Library will pay for packing and shipping of gift items. These arrangements should be made through the Library Business Office, which works with the campus to identify the most cost-efficient and effective carrier for the donation. The AUL for Collections and the Rare Book and Special Collections Librarian can advise on situations when these costs should be borne by the Library.

DISPOSITION OF GIFT MATERIALS

Regardless of the size of the gift, it is the responsibility of the librarian working with a donor to advise him or her that any material not added to the collection may be placed in the library book sale, sold to dealers, shared with other state university libraries, or otherwise disposed of. Selectors should *not* agree to return donations that are not selected by the Library, nor should they agree to add items to the collection without consultation with the subject librarian. The University Archives is the exception to this rule, where donors are routinely told asked to indicate whether items should be disposed of or returned.

ACKNOWLEDGEMENTS

Donors are to be sent written acknowledgements in a timely fashion, unless they specifically request that no acknowledgement be made. Donors frequently use acknowledgements for tax purposes – this expectation along with the development of good donor relations requires that acknowledgements be made as soon as possible after a gift is received. For smaller gifts, the subject librarian or receiving unit may use the Gifts Receipt form to provide written documentation for the donor as well as the Library. The subject librarian may also choose to write an acknowledgement letter containing the same kind of information that is found on the form, including a listing or count of the donation, the date the items were received, information about the possible disposition of the material, and income tax issues. Acknowledgements should include a description of the material that has been donated, including quantity. The Office of the Director of Development and Public Affairs must be notified of all gifts accepted, and given a copy of any acknowledgement letters, as well as details of any agreements made with the donors. It is not necessary to provide

the Office of Collections with a copy of acknowledgements, as this Office works closely with the Development Office on gifts. The AUL for Collections will notify the Director of Development and Public Affairs of materials accepted through his/her office.

DEEDS OF GIFT

The Deed of Gift is a document that conveys the gift material to the Library without any encumbrances, including copyright or ownership issues. It spells out any terms or conditions of the gift and provides a clear title to the material. If a gift is potentially valued at \$5,000 or more, a Deed of Gift is required. The Library Development can prepare these Deeds of Gift. For more information, check the Office of Collections Gifts web site. [<http://www.library.uiuc.edu/administration/collections/gifts>]

The unit accepting a gift that requires a Deed must notify the Library Development Office of the gift at the time the gift is accepted. In addition, the receiving library can work with the donor to identify an appropriate appraiser (contact the AUL for Collections, the Rare Book and Special Collections Librarian, or the University Archivist, as appropriate, for help in identifying appraisers.) The Library Development Office is responsible for issuing the Deed of Gift, in consultation with the University Librarian, the AUL for Collections and the Library faculty member in charge of the unit where the collection be will located. The Library Development Office keeps the master files on these gifts.

ACCEPTING SIGNIFICANT COLLECTIONS

Significant collections are identified as ones that have at least one of the following physical characteristics:

- are physically voluminous (over 100 items)
- have potentially significant financial value (over \$1,000 for a single item or over \$5,000 for the collection as a whole)
- are rare items
- are in need of individualized physical processing or specialized conservation work.

The Library has the obligation to our donors and to our collections to house, process, and conserve these materials in an appropriate manner. The Library also has the obligation to ensure that the collection fits the intellectual, curricular and scholarly foci of the University.

Whenever a significant collection is being considered for acquisition by the Library, it must be reviewed by the Significant Gifts Review Committee. This *ad hoc* group reports to the University Librarian and includes representatives of the following units: Preservation, Library Development, University Archives, Rare Book & Special Collections, Office of Collections, and subject

specialists as indicated by the contents of the gift. The Review Committee is responsible for assessing the handling and impact of the gift as it relates to the following areas:

- does the gift fit our collections intellectually?
- does the Library have the space to house the gift, from initial storage to final processing?
- does the Library have the staff and ancillary resources to process the gift in a timely fashion?
- does the gift require conservation, reformatting, or other significant preservation treatment?
- has the appropriate Deed of Gift and preliminary development work been arranged with the Library Development Office, including discussions on possible funding for processing and conservation?

Following review by the ad hoc committee, a recommendation will be made to the University Librarian and the AUL for Collections or University Archivist about the disposition of the offered gift.

PRESERVATION AND CONSERVATION CONCERNS FOR GIFT COLLECTIONS

Generally, the Library will not accept or accession any item that is infected with mold or an active pest infestation of any nature. Individual items and collections that exhibit any signs of mold and/or pest infestation (holes or chewed material, eggs and egg casings, live or dead insects, insect frass, mammals and their droppings, etc...) shall be evaluated by the Head of Preservation.

For Individual Items and Gifts – Please refer to the following website for a copy of the Preservation and Conservation Departments' *Preservation Processing Policy for Gifts and Newly Acquired Older Materials*:

http://door.library.uiuc.edu/prescons/policies_and_procedures.htm.

For Large Collections – The Preservation and Conservation Departments' *Preservation Processing Policy for Gifts and Newly Acquired Older Materials* (link above) applies. For collections that exhibit significant damage or infestation that are crucial to the library's mission, the Library will consider approaching the donor for supplemental funds to assist in treating and processing the collection. If no supplemental funds are available, the Significant Gifts Review Committee will re-evaluate their recommendation for accepting the gift.

For Rare and Valuable Items – The Preservation and Conservation Departments' *Preservation Processing Policy for Gifts and Newly Acquired Older Materials* (link above) applies. For collections that exhibit significant damage or infestation that are crucial to the library's mission, the Library will consider approaching the donor for supplemental funds to assist in treating and processing the

collection. If no supplemental funds are available, the Significant Gifts Review Committee will re-evaluate their recommendation for accepting the gift.

Approved September 2001

Revised March 2004



University of Illinois at Urbana-Champaign
Library Gateway Homepage
Library Administration
Comments to: Library Administration
Wednesday, 17-Aug-2005 14:12:32 CDT

POLICY ON ACQUIRING VALUE GIFT MATERIAL

0.0 CONTENTS

- 1.0 Scope of Policy
- 2.0 General Policy
- 3.0 Evaluating Gifts
- 4.0 Intake of Gift Materials
- 5.0 Processing and Disposition of Gifts
- 6.0 The Value of Gifts and Compliance With Tax Laws

1.0 SCOPE OF POLICY

- 1.1. This policy applies to all value gift materials offered to the MU Libraries. It does not apply to University Archives.
- 1.2. Value gifts are defined as gifts of tangible personal property that has a determinable value. In the context of this policy, gifts are understood to be books, periodicals and other classes of material that are regularly collected by the MU Libraries and that will enhance the collections. (Sample issues of journals and other materials sent to the Libraries for promotional or public relations purposes are not covered by this policy. The policy also excludes free subscriptions which are sent directly to the Acquisitions Dept. on a regular basis by the publisher or society responsible for the publication.)

2.0 GENERAL POLICY

- 2.1. The MU Libraries have benefited from the acceptance of many valuable and useful gifts for the Libraries' collections. Such gifts enhance the Libraries' ability to support teaching and scholarship, as well as providing opportunities to establish strong relationships with donors and other friends of the Libraries. It is therefore in the best interests of the Libraries to maintain a program for the acceptance, acknowledgment, and processing or disposition of value gift materials.
- 2.2. Because gift materials have a potential impact on space and on staff resources, and therefore can represent a cost to the Libraries, it is necessary to establish policies to regulate the way in which we deal with gifts in the Libraries.
- 2.3. The complexity of the issues suggests the need for considerable flexibility in addressing gift situations. In all circumstances beyond the routine, the Director of Libraries will make the final decision to accept gift material and determine any conditions related to such acceptance.

3.0 EVALUATING GIFTS

- 3.1. The Libraries welcome gifts. However, certain categories of gifts cannot be accepted, either

- because they will provide little benefit in return for the cost of processing them, or because they present potential legal or ethical difficulties.
- 3.2. The Libraries will not accept issues of popular magazines, issues of academic journals that the Libraries already hold, or items in poor physical condition (e.g. moldy or insect-infested items, extremely brittle items, books coming loose from their bindings, books with many heavily marked pages, etc.)
 - 3.3. Issues of journals from personal subscriptions will not ordinarily be accepted. (At the Libraries' discretion they may be accepted to fill in for damaged issues or issues missing from the Libraries' subscription.) The Libraries will not accept an offer from an individual to subscribe to a publication at the personal subscription rate and donate the issues to the Libraries. Under certain circumstances, the Libraries may accept gifts of back volumes of journals as a unit, provided this is allowed by the publisher of the journal.
 - 3.4. In order to assure compliance with copyright law, the libraries may not accept donations of "home-made" recordings of broadcasts, cable transmissions, or live theatrical or musical performances or "home-made" reproductions of recordings or of pictorial material. Lawfully produced recordings made with the express permission of the performers and authors/composers/artists may be accepted. Gifts of non-commercial recordings must be accompanied by written confirmation that these permissions have been given.
 - 3.5. Materials that are distributed under license—most often software or databases—will only be accepted if accompanied by a print copy of the license and if the license allows transfer of ownership and typical library use.
 - 3.6. Mixed materials—for example, a book accompanied by materials in machine-readable format—will require evaluation of any restriction applying to the machine-readable component. The library may be able to retain the printed material, but be unable to accept the machine-readable component due to license restrictions or the obsolescence of the equipment used to view the material.
 - 3.7. The Libraries will generally not add to its collections materials which do not support the current curriculum of the campus or that will not further the teaching and research mission of the University.
 - 3.8. In general, the Libraries reserve the right to consider the tradeoffs between the investment in library resources needed to accept and process a gift, and its potential benefit to the Libraries. Factors such as the space needed to house the collection and the staff resources required to process it can affect the final decision.
 - 3.9. Donors who offer collections which the Libraries do not accept may be advised to offer their collection to the public library or other more appropriate recipient.

4.0 INTAKE OF GIFT MATERIALS

- 4.1. The Acquisitions Dept. has responsibility for coordinating the intake of gift materials, whether they are offered in advance or are brought to the Libraries without prior arrangement. The Acquisitions Dept. works closely with the Libraries' Development Officer, the MU Development Office, the Assistant Director of Libraries, selectors, other Technical Services departments, and others to insure that gifts are processed efficiently and acknowledged appropriately.
- 4.2. Any unit in the Libraries may be approached by persons who have materials they wish to give. All public services desks, the Library Administration office, and the Acquisitions Dept. will be provided with information sheets to help answer questions from prospective donors.
- 4.3. No restrictions or conditions for acceptance of gifts (including but not limited to disposition, location, use, circulation, etc.) will be agreed to unless such conditions are accepted by the Director of Libraries.
- 4.4. Subject selectors in the various disciplines collected by the Libraries have the responsibility to evaluate gifts for possible addition to the collections. In addition to the suitability of the content, selectors should consider the physical condition of the gift, potential processing costs, and availability of library space in their recommendation. The Libraries' Development Officer may advise of any donor relations issues associated with a particular gift.
- 4.5. The Acquisitions Dept. is responsible for establishing and maintaining procedures by which selectors can regularly review gift materials and indicate which should be added to the collections.
- 4.6. When the Libraries receive large collections of gifts devoted to specific subject areas, the Acquisitions Dept. may shelve the collection separately and ask selectors to review the collection all together, rather than use the regular review procedures.
- 4.7. Some gift materials may be given directly to branch libraries. In those instances, the branch selector may send the materials to Acquisitions with instructions about whether the materials should be added. This would preclude the need for these gifts to be sent through the regular review process. (Gifts received directly at the Health Sciences Library are fully processed there and are not sent to Acquisitions.)
- 4.8. Pickup of Gift Material
 - 4.8.1. The Libraries are not responsible for picking up gift materials and delivering them to the Libraries. Donors will need to make their own arrangements.
 - 4.8.2. Donors may sometimes request that the Libraries pick up gift materials from a home or office. Such requests should be evaluated either by telephone or through a site visit, before the Libraries agree to make an exception and commit resources for this purpose. The

evaluation should consider the size and subject focus, if any, of the collection, where it is located, and whether it contains a high proportion of materials which, by policy, the Libraries do not typically accept. The Director of Libraries or the Development Officer may know of other circumstances which need to be considered. Decisions to pick up materials should be made through consultation with the appropriate subject specialist or the Collection Development Librarian, the Administrative Services Division, and the Development Officer.

4.8.3. The Libraries are sometimes offered important and/or valuable gift materials which are located outside the Columbia area. Terms and arrangements for the transport of such materials will be negotiated on a case-by-case basis.

5.0 PROCESSING AND DISPOSITION OF GIFTS

5.1. Acknowledgement of Gifts

- 5.1.1. The Libraries acknowledge all gifts, whether added to the collections or not. This is in addition to the acknowledgements done by the University Development Office.
- 5.1.2. Each donor of library gift material is asked to fill out a gift receipt form to provide information upon which an acknowledgement can be based.
- 5.1.3. The Acquisitions Dept. is responsible for forwarding information about donations of library materials to the University Development Office and the Libraries Development Office in a timely fashion. The Libraries Development Office keeps records of all gifts.
- 5.1.4. The Acquisitions Dept. reports annually the number of gifts added to the collections.
- 5.1.5. Publicity for outstanding gifts is coordinated by the Director of Libraries. He/she may summarize significant gifts in the MU Libraries Annual Report.

5.2. Identifying Gifts in the Collections; Cataloging Gifts

- 5.2.1. It is not standard procedure to bookplate gift materials. However, if requested by the donor or if deemed appropriate by the Libraries, bookplates can be applied.
- 5.2.2. There are a number of possibilities for identifying gifts using MERLIN records. Notes or codes can be included in item records to facilitate future counting and tracking of gifts, both generally and those in particular collections. If information about particular gift collections needs to be viewable by patrons, special notes and/or added entries can be placed in the bibliographic record. Given the staff resources needed to do this, such notes and/or added entries will be included only at the request of the Director of Libraries.
- 5.2.3. Gifts which are selected for the collections enter the regular cataloging workflow and are subject to the same priority-setting processes as other materials awaiting cataloging.

5.3. Disposition of Gifts

- 5.3.1. Gifts not selected for the collections will be disposed of in the most appropriate way.
- 5.3.2. The Libraries do not search for other potential recipients for gift materials which the Libraries cannot use.
- 5.3.3. The Libraries cannot inform donors whether their gifts have been selected for the collections, nor can they inform donors when their gifts have been cataloged.

6.0 THE VALUE OF GIFTS AND COMPLIANCE WITH TAX LAWS

6.1. Statements Concerning the Value of Gifts

- 6.1.1. When contacted about gift materials, the Acquisitions Dept. should determine at the time of the donation whether the donor wishes an evaluation for tax purposes.
- 6.1.2. The establishment of the gift's value for tax purposes is the responsibility of the donor. The Library, as an "interested party" by law cannot provide an appraisal or pay for such appraisal.
 - 6.1.2.1. If the donor wishes an appraisal of the gift, the Acquisitions Dept. may supply the names of qualified professional appraisers.
 - 6.1.2.2. When the value of the gift is nominal and does not warrant the cost of a professional appraisal, the Libraries may suggest general guidelines or provide such tools as auction records which the donor can use in determining his own evaluation.
 - 6.1.2.3. The Libraries will not prepare lists of what the donor has given.
 - 6.1.2.4. The acceptance of a gift which has been appraised by a disinterested party does not imply endorsement of the appraisal by the Libraries.

6.2. Compliance With Tax Laws

- 6.2.1. MU Libraries act in full compliance with all federal and state tax laws, especially the relevant provisions of the federal Tax Reform Act of 1984 (P.L. 98-369), relating to "Non-cash Charitable Contributions." Under this Act, all non-cash donations valued in excess of \$5,000 require specific actions by the donor and the donee:
 - 6.2.1.1. A qualified appraisal must be made and must be filed with the donor's income tax return. (The Libraries must receive a copy of the detailed appraisal in these cases. The donee cannot pay for this appraisal.)

- 6.2.1.2. The Libraries, as donee, must provide a formal acknowledgment of the gift (IRS form 8283) and must provide a formal accounting to the IRS (IRS form 8282) and to the donor (a copy of IRS form 8282) of the disposition of gifts held two years or less.
- 6.2.1.3. In order to comply with the provisions of this Act, MU Libraries must make special conditions for potential gifts and gift collections known or estimated to be valued in excess of \$5,000. These conditions go beyond conditions in force elsewhere in this policy for gifts of lesser value. These conditions apply to the donation of (a) a single gift valued in excess of \$5,000; (b) a gift collection valued in excess of \$5,000; or, (c) gifts over the course of any single tax year that, taken together, constitute a donation of \$5,000 or more.
- 6.2.1.4. MU Libraries require an itemized appraisal by a “qualified appraiser” (according to the provisions of the act) that includes the Donor Identification Number for all gifts in categories a, b, or c above.
- 6.2.1.5. After examining the appraisal and/or the collection or both, MU Libraries may accept or reject the donation. If MU Libraries accept the donation, they will either add the item(s) to their collection or they will abide by the code and notify the IRS of any disposal within the two-year time period.
- 6.2.1.6. The MU Libraries Development Officer will retain the itemized appraisals for two years from the tax year in which the donation was made. This provision applies whether the donation is added in whole or in part.
- 6.2.1.7. For all gifts added to the collections from the categories named above, a note will be placed in the MERLIN item record containing the date on which the donation was accepted. Gifts in these categories will not be discarded during the two years after that date. Gifts in these categories which are accepted but not added to the collections will be marked with the date of acceptance and retained for two years before disposition.
- 6.2.2. All provisions of this section are subject to revision based on the Act itself and its interpretation by the Director of Libraries.

Approved by Library Council:
 Approved by Director of Libraries:
 Revised
 Drafted
 Approved by Library Council
 Revised
 Approved by Library Council

May 12, 1983
 May 17, 1983
 December 19, 1985
 October 3, 1991
 November 18, 1991
 February 16, 2004
 June 10, 2004



University of Saskatchewan Library

GIFTS-IN-KIND — Guidelines for Donors

Revised September 2006

Part I — Guidelines

1. Preamble

The collections of the University of Saskatchewan Library, a member of the Association of Research Libraries (ARL) and of the Canadian Association of Research Library (CARL), are continually in development. The collections have been built from many sources and have always been enriched by gifts-in-kind.

2. Definitions

2.1. Gifts-in-kind to the Library are usually books, journals and other types of traditional library material.

- A simple gift-in-kind to the Library is one that does not require appraisal and tax receipt as a charitable donation.
- A charitable donation gift-in-kind to the Library is one that requires appraisal and tax receipt as a charitable donation and which must comply with: the regulations of the Canada Revenue Agency (CRA); the policies of the University of Saskatchewan; and the conditions of the University of Saskatchewan Library.

2.2. A gift is defined by the Income Tax Act as a voluntary transfer of property without expectation of return. The following three conditions must be met:

- The property is transferred from the donor to the registered charity;
- The transfer is voluntary;
- The transfer is made without benefit to the donor or designate.

2.3. The University of Saskatchewan is a registered charity under CRA. As such, the University is compelled to comply with CRA regulations and the Income Tax Act in accepting, handling and reporting charitable donations.

3. Guidelines

3.1. The Library welcomes gifts-in-kind and may accept for the collections those in keeping with its collections parameters and needs.

- The collections parameters of the University of Saskatchewan Library reflect the teaching, research interests, priorities and initiatives of the University of Saskatchewan.
- The collections needs of the University of Saskatchewan Library are determined by the collections parameters in concert with the actual collections, the circulation of those collections and space requirements for those collections.

3.2. All unsolicited gifts-in-kind will be handled and utilized at the discretion of the Library.

3.3. The Library will endeavor to recognize all donors, as practicable, as appropriate, and in keeping with University policies.

3.4. Gifts-in-kind may be received with or without a donor request for a charitable donation income tax receipt for Canadian income tax purposes. The decision to proceed with a charitable donation income tax receipt for Canadian income tax purposes rests entirely with the Library.

3.5. Only those gifts-in-kind which meet the Library's collections parameters and needs, the University's **Gift Acceptance** policy and all of the requirements listed below can be considered for charitable income tax receipts for Canadian incomes tax purposes.

- ❖ See **University of Saskatchewan Policy Handbook: Gift Acceptance** at: http://www.usask.ca/policies/5_06.htm

3.5.1. A charitable donation income tax receipt for Canadian income tax purposes can be issued to a donor only after **all** of the following conditions have been met:

- The gift-in-kind has been accepted for the collections of the Library;
- The gift-in-kind has been estimated to have a value of at least \$5000.00, **or** the gift-in-kind is of exceptional significance to the University of Saskatchewan Library;
- The gift-in-kind has not been paid for or reimbursed through a University of Saskatchewan account;

- The donor has signed the required University of Saskatchewan Library documents;
- A complete bibliographical list of the gift-in-kind has been created by the donor or by the Library;
- The gift-in-kind has been appraised as arranged by the Library.

3.5.2. For gifts-in-kind of cultural property which might be defined as of “outstanding significance and national importance” by the Canadian Cultural Property Export Review Board, it is the responsibility of the donor to discuss this with the Library and with his or her personal tax consultant before the gift-in-kind is officially donated.

- The University of Saskatchewan has been designated to receive such cultural property by the Minister of Canadian Heritage.

3.5.3. For further information, see the University’s **Gift-in-Kind Identification and Appraisal** policy.

- ❖ See **University of Saskatchewan Policy Handbook: Gift-in-Kind Identification and Appraisal** at: http://www.usask.ca/policies/5_07.htm

3.5.4. Canadian income tax information on gifts-in-kind, including certified cultural property, can be found in the CRA publication titled **Gifts and Income Tax**.

- ❖ See **Canada Revenue Agency: Gifts and Income Tax** at: <http://www.cra-arc.gc.ca/E/pub/tg/p113/README.html>

3.5.5. Income tax receipts are issued directly from the University’s Financial Services Division.

Contact information:

By email: coldev@moondog.usask.ca

By telephone: (306) 966-5965

Projects



SUPPORT UCSB LIBRARIES

You are here: [Home](#) > [About the Library](#) > [Support the UCSB Libraries](#) > Special Projects

Library Needs and Special Projects



The Library has many ongoing special projects that are not fully supported by state funds. The Library relies on its generous donors and supporters to make these projects possible. Some major current emphases are:

- [Santa Barbara Authors Collection](#)
- [Map and Imagery Lab/Alexandria Digital Library](#)
- [Center for the Study of Democratic Institutions](#)
- [Wax Cylinder Preservation Project](#)
- [California Ethnic and Multicultural Archives \(CEMA\)](#)

There are numerous other focal points for enhancing collections and services. The Libraries also face critical challenges in physical facilities, technology, collections and preservation to ensure UCSB's continuing academic excellence. Please contact the [Director of Development and Outreach](#) for more information about projects and needs in your areas of interest.

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Project Overview

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- > [Tiered Training Room 10F](#) 07/05/05
- > [Much Anticipated Reference Desk/Computers Final Mo](#) 07/04/05
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Images

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	<h2>The Women in Chemistry Oral History Project</h2>
<p>Home</p> <p>Collection Description</p> <p>Selected Interviews</p> <p>Digital Project</p> <p>Resources for Learning</p> <p>Give Us Your Thoughts about This Project</p>	<p>In 2001, the Archives of Women in Science and Engineering (WISE Archives) received a \$25,000 grant from the Camille and Henry Dreyfus Foundation to begin conducting an oral history project focusing on women in chemistry and chemical engineering.</p> <p>To date, approximately 56 interviews have been completed with the funding provided by the Dreyfus Foundation and other private donors, and the WISE Archives is in the process of making the interviews available in a variety of formats, via transcripts and digitized audio.</p> <p>To hear more about this project, please listen to an interview with the Curator. If you are interested in participating in or supporting this project, please contact the Archives of Women in Science and Engineering.</p>

Tanya Zanish-Belcher, Curator-Archives of Women in Science and Engineering
Special Collections Department, Iowa State University Library
tzanish@iastate.edu



SELECTED RESOURCES

DOCUMENTS

Books, Journals, and Articles

The Bottom Line. Published by Emerald Publishing. Numerous articles and an on-going column about fundraising.

Butler, Meredith, ed. *Successful Fundraising: Case Studies of Academic Libraries*. Washington, DC: Association of Research Libraries, 2001.

Dewey, Barbara I. "Fund-raising for Large Public University Libraries." *Library Administration & Management* 20, no. 1 (Winter 2006): 5–12.

Martin, Susan K. "Academic Library Fundraising." *Encyclopedia of Library and Information Science*, 2nd edition, Miriam A. Drake, editor. 35–43. New York: Marcel Dekker, 2003.

Martin, Susan K. "The Changing Role of the Library Director: Fund-raising and the Academic Library." *Journal of Academic Librarianship* 24 (January 1998): 3–10.

Martin, Susan K., ed. "Development and Fund-Raising Initiatives." *Library Trends* 48, no. 3 (Winter 2000): 525–637. The articles in this special issue cover a wide range of development topics.

Seiler, Timothy L. "Making the Case for Development in Academic Support Units." in F.A. Hilenski, editor. *The Unit Development Officer's Handbook*. Washington, DC: CASE, 2002, 199–206.

Steele, Victoria, and Stephen D. Elder. *Becoming a Fundraiser: The Principles and Practices of Library Development* 2nd edition. Chicago: American Library Association, 2000.

Winston, Mark D., and Lisa Dunkley. "Leadership Competencies for Academic Librarians: The Importance of Development and Fundraising." *College and Research Libraries* 63, no. 2. (March 2002) 171–82.

SPEC Kits

Friends of Library Organizations. SPEC Kit 6. Washington, DC: Association of Research Libraries, April 1974.

Private Foundations. SPEC Kit 22. Washington, DC: Association of Research Libraries, November 1975.

External Fund Raising. SPEC Kit 48. Washington, DC: Association of Research Libraries, October 1978.

Fund Raising. SPEC Kit 94. Washington, DC: Association of Research Libraries, May 1983.

Jenkins, Darrell L., and Roland C. Person. *Library Development and Fund Raising Capabilities*. SPEC Kit 146. Washington, DC: Association of Research Libraries, July / August 1988.

Claassen, Lynda Corey. *Library Development and Fundraising*. SPEC Kit 193. Washington, DC: Association of Research Libraries, July 1993.

Smykla, Evelyn Ortiz. *Marketing and Public Relations in ARL Libraries*. SPEC Kit 240. Washington, DC: Association of Research Libraries, April 1999.

Mook, Cathleen. *Grant Coordination*. SPEC Kit 283. Washington, DC: Association of Research Libraries, September 2004.

Web Sites

LIBDEV: An electronic discussion forum for library development and fundraising.
[Commonly referred to as the ALADN (Academic Library Advancement and Development Network) listserv]

<http://www.library.arizona.edu/aladn/libdev1.html>

University of Alberta. Gifts and Donations.
<http://www.library.ualberta.ca/donations/index.cfm>

University of California at Los Angeles. Giving to the Library.
<http://www2.library.ucla.edu/development/index.cfm>

Cornell University. Giving to the Library.
<http://alumni.library.cornell.edu/giving/index.cfm>

Iowa State University. Giving to the Library—Introduction.
http://www.lib.iastate.edu/libinfo/dept/dev_givg.html

McGill University. Donors and Benefactors.
<http://www.library.mcgill.ca/giving/index.php?menu=1>

New York Public Library. Why Support the Library?
<http://www.nypl.org/support/>

North Carolina State University. Why Support the Libraries?
<http://www.lib.ncsu.edu/support/index.html>

Oklahoma State University. Giving.
<http://www.library.okstate.edu/giving.htm>

University of South Carolina. University Libraries Office of Development.
<http://www.sc.edu/library/develop/develop.html>

University of Texas at Austin. Support Your Libraries.
<http://www.lib.utexas.edu/development/>

University of Toronto. UTL Advancement.
<http://www.library.utoronto.ca/development/>

University of Washington. Libraries Development.
<http://www.lib.washington.edu/support/>

Note: All URLs accessed 11/1/06.

S P E C K I T T I T L E L I S T

SP297	Library Development	SP243	TL 8: Users with Disabilities	SP184	ILL Trends/Access
SP296	Public Services in Special Collections	SP242	Library Storage Facilities	SP183	Provision of Comp Print Cap
SP295	Remote Shelving Facilities	SP241	Gifts and Exchange Function	SP182	Academic Status for Libns
SP294	Managing Digitization Activities	SP240	Marketing and PR Activities	SP181	Perf Appr of Collect Dev Libn
SP293	External Review for Promo & Tenure	SP239	Mentoring Programs in ARL	SP180	Flexible Work Arrangemnts
SP292	Institutional Repositories	SP238	ARL GIS Literacy Project	SP179	Access Services Org & Mgt
SP291	Spatial Data Collections & Services	SP237	Managing Food and Drink	SP178	Insuring Lib Colls & Bldgs
SP290	Access Services	SP236	TL 7: E-Theses/Dissertations	SP177	Salary Setting Policies
SP289	Managing Large Projects	SP235	Collaborative Coll Management	SP176	Svcs for Persons w/Disabilities
SP288	Scanning Services for Library Users	SP234	TL 6: Distance Learning	SP175	Scholarly Info Centrs
SP287	Instructional Improvement Programs	SP233	ARL in Extension/Outreach	SP174	Expert Systems
SP286	Collab for Dist Learn Info Lit Instr	SP232	Use of Teams in ARL	SP173	Staff Recognition Awards
SP285	Lib Svcs in Non-Library Spaces	SP231	Cust Service Programs in ARL	SP172	Information Desks
SP284	Security in Special Collections	SP230	Affirmative Action in ARL	SP171	Training of Tech Svc Staff
SP283	Grant Coordination	SP229	Evaluating Acad Libr Dirs	SP170	Organization Charts
SP282	Managing Electronic Resources	SP228	TL 5: Preserving Digital Info	SP169	Mgt of CD-ROM
SP281	The Information Commons	SP227	Org of Doc Coll & Svcs	SP168	Student Employment
SP280	Library User Surveys	SP226	TL 4: After the User Survey	SP167	Minority Recruitment
SP279	Evaluating Library Instruction	SP225	Partnerships Program	SP166	Materials Budgets
SP278	Library Patron Privacy	SP224	Staff Training & Development	SP165	Cultural Diversity
SP277	Lib Pub Acc Workstation Auth	SP223	TL 3: Electronic Scholarly Pubn	SP164	Remote Storage
SP276	Recruitment and Retention	SP222	Electronic Resource Sharing	SP163	Affirmative Action
SP275	Laptop Computer Services	SP221	Evol & Status of Approval Plans	SP162	Audiovisual Policies
SP274	Data Mining & Warehousing	SP220	Internet Training	SP161	Travel Policies
SP273	Chat Reference	SP219	TL 2: Geographic Info Systems	SP160	Preservation Org & Staff
SP272	Insuring & Valuing Res Lib Coll	SP218	Info Technology Policies	SP159	Admin of Lib Computer Files
SP271	Lib Systems Office Organization	SP217	TL 1: Electronic Reserves	SP158	Strategic Plans
SP270	Core Competencies	SP216	Role of Libs in Distance Ed	SP157	Fee-based Services
SP269	Integrating Preserv Activities	SP215	Reorg & Restructuring	SP156	Automating Authority Control
SP268	Reference Statistics	SP214	Digit Tech for Preservation	SP155	Visiting Scholars/Access
SP267	User Authentication	SP213	Tech Svcs Workstations	SP154	Online Biblio Search
SP266	Staffing the Library Website	SP212	Non-Librarian Professionals	SP153	Use of Mgt Statistics
SP265	Instructional Support Services	SP211	Library Systems Office Org	SP152	Brittle Books Program
SP264	Extended Library Hours	SP210	Strategic Planning	SP151	Qualitative Collect Analysis
SP263	Numeric Data Services	SP209	Library Photocopy Operations	SP150	Bldg Security & Personal Safety
SP262	Preservation & Digitization	SP208	Effective Library Signage	SP149	Electronic Mail
SP261	Post-Tenure Review	SP207	Org of Collection Develop	SP148	User Surveys
SP260	Interview Process	SP206	Faculty Organizations	SP147	Serials Control/Deselection
SP259	Fee-based Services	SP205	User Surveys in ARL Libs	SP146	Lib Dev Fund Raising Capabilit
SP258	Corporate Annual Reports	SP204	Uses of Doc Delivery Svcs	SP145	Lib Publications Programs
SP257	MLS Hiring Requirement	SP203	Reference Svc Policies	SP144	Building Use Policies
SP256	Changing Roles of Lib Profs	SP202	E-journals/Issues & Trends	SP143	Search Proced Sr LibAdmin
SP255	Branch Libs/Discrete Collectns	SP201	E-journals/Pol & Proced	SP142	Remote Access Online Cats
SP254	Managing Printing Services	SP200	2001: A Space Reality	SP141	Approval Plans
SP253	Networked Info Services	SP199	Video Collect & Multimedia	SP140	Performance Appraisal
SP252	Supprt Staff Classifictn Studies	SP198	Automating Preserv Mgt	SP139	Performance Eval: Ref Svcs
SP251	Electronic Reference Service	SP197	Benefits/Professional Staff	SP138	University Copyright
SP250	TL10: Educating Faculty	SP196	Quality Improve Programs	SP137	Preservation Guidelines
SP249	Catalogng of Resrces Digitized	SP195	Co-op Strategies in Foreign Acqs	SP136	Managing Copy Cataloging
SP248	Licensing of Electronic Prodcnts	SP194	Librarian Job Descriptions	SP135	Job Analysis
SP247	Management of Lib Security	SP193	Lib Develop & Fundraising	SP134	Planning Mgt Statistics
SP246	Web Page Devel & Managmnt	SP192	Unpub Matls/Libs, Fair Use	SP133	Opt Disks: Storage & Access
SP245	Electronic Reserves Operations	SP191	Prov Pub Svcs Remote User	SP132	Library-Scholar Communication
SP244	TL 9: Renovation & Reconfigur	SP190	Chang Role of Book Repair	SP131	Coll Dev Organization
		SP189	Liaison Svcs in ARL Libs	SP130	Retrospective Conversion
		SP188	Intern, Residency & Fellow	SP129	Organization Charts
		SP187	ILL Trends/Staff & Organ	SP128	Systems File Organization
		SP186	Virtual Library	SP127	Interlibrary Loan
		SP185	System Migration	SP126	Automated Lib Systems

SP125	Tech Svcs Cost Studies	SP083	Approval Plans	SP041	Collection Assessment
SP124	Barcoding of Collections	SP082	Document Delivery Systems	SP040	Skills Training
SP123	Microcomp Software Policies	SP081	Services to the Disabled	SP039	Remote Storage
SP122	End-User Search Svcs	SP080	Specialty Positions	SP038	Collection Dev Policies
SP121	Bibliographic Instruction	SP079	Internships/Job Exchanges	SP037	Theft Detection & Prevent
SP120	Exhibits	SP078	Recruitment-Selection	SP036	Allocation Materials Funds
SP119	Catalog Maintenance Online	SP077	Use of Small Computers	SP035	Preservation of Lib Materials
SP118	Unionization	SP076	Online Biblio Search Svcs	SP034	Determin Indirect Cost Rate
SP117	Gifts & Exchange Function	SP075	Staff Development	SP033	Intergrat Nonprint Media
SP116	Organizing for Preservation	SP074	Fees for Services	SP032	Prep, Present Lib Budget
SP115	Photocopy Services	SP073	External User Services	SP031	Allocation of Resources
SP114	Binding Operations	SP072	Executive Review	SP030	Support Staff, Student Assts
SP113	Preservation Education	SP071	User Surveys: Eval of Lib Svcs	SP029	Systems Function
SP112	Reorg of Tech and Pub Svcs	SP070	Preservation Procedures	SP028	Gifts & Exchange Function
SP111	Cooperative Collection Dev	SP069	Prep Emergencies/Disasters	SP027	Physical Access
SP110	Local Cataloging Policies	SP068	AACR2 Implement Studies	SP026	Bibliographic Access
SP109	Staff Training for Automation	SP067	Affirm Action Programs	SP025	User Statistics and Studies
SP108	Strategic Planning	SP066	Planning Preserv of Lib Mat	SP024	User Surveys
SP107	University Archives	SP065	Retrospective Conversion	SP023	Grievance Policies
SP106	Electronic Mail	SP064	Indirect Cost Rates	SP022	Private Foundations
SP105	Nonbibliographic Dbases	SP063	Collective Bargaining	SP021	Paraprofessionals
SP104	Microcomputers	SP062	Online Biblio Search Svcs	SP020	Managerial Technical Specialists
SP103	Asst/Assoc Dir Position	SP061	Status of Librarians	SP019	Staff Allocations
SP102	Copyright Policies	SP060	Lib Materials Cost Studies	SP018	Staff Development
SP101	User Studies	SP059	Microform Collections	SP017	Library Instruction
SP100	Collection Security	SP058	Goals & Objectives	SP016	Reclassification
SP099	Branch Libraries	SP057	Special Collections	SP015	Goals & Objectives
SP098	Telecommunications	SP056	External Communication	SP014	Performance Review
SP097	Building Renovation	SP055	Internl Com/Staff & Super Role	SP013	Planning Systems
SP096	Online Catalogs	SP054	Internal Com/Policies & Proced	SP012	Acquisition Policies
SP095	Lib Materials Cost Studies	SP053	Performance Appraisal	SP011	Collection Development
SP094	Fund Raising	SP052	Cost Studies & Fiscal Plan	SP010	Leave Policies
SP093	User Instructions for Online Cats	SP051	Professional Development	SP009	Tenure Policies
SP092	Interlibrary Loan	SP050	Fringe Benefits	SP008	Collective Bargaining
SP091	Student Assistants	SP049	Use of Annual Reports	SP007	Personnel Class Schemes
SP090	Integrated Lib Info Systems	SP048	External Fund Raising	SP006	Friends of the Lib Organizations
SP089	Tech Svcs Cost Studies	SP047	Automated Cataloging	SP005	Performance Review
SP088	Corporate Use of Research Libs	SP046	Plan Future of Card Catalog	SP004	Affirmative Action
SP087	Collect Descript/Assessment	SP045	Changing Role Personnel Officer	SP003	A Personnel Organization
SP086	Professional Development	SP044	Automated Acquisitions	SP003	Status of Librarians
SP085	Personnel Classification Sys	SP043	Automated Circulation Sys	SP002	Personnel Survey (flyer only)
SP084	Public Svcs Goals & Objectvcs	SP042	Resource Sharing	SP001	Organization Charts

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