

Cultivating an organizational effort for development

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Crumpton, M.A. (2016). Cultivating an Organizational Effort for Development. *The Bottom Line*, 29(2), 97-113. <http://dx.doi.org/10.1108/BL-02-2016-0010>

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Abstract:

Purpose

This paper aims to explore the concept of providing education and guidance to library staff for the purpose of supporting philanthropic activities made on behalf of the library. The need for this type of activity and basic principles of philanthropy are included.

Design/methodology/approach

This paper includes a through literature review and a case study narrative with examples on activities at the author's home institution.

Findings

The literature supports that cultivating a broader, more detailed understanding of philanthropic activities within the organization, will improve fundraising results and individual satisfaction for giving and receiving.

Practical implications

The concepts discussed have beginnings in other institutions and recognize a trend of adapting business models to libraries' needs.

Originality/value

This is the author's own work, shared with members of the author's organization.

Keywords: Strategic planning | Organizational culture | Fundraising | Philanthropic | Advisory | Cultivation

Article:

Introduction

The world of librarianship is constantly changing as users and information needs become more dynamic and complex in a global society. Much of this change is related to the way in which we provide resources and services, driven by new technologies and user perceptions of information literacy. As technology and other needs become more enhanced, financial support from state and

federal resources has decreased, owing to the economic uncertainty across the globe. In many cases for libraries across the country, cost-cutting strategies were enabled to replace lost income (Cuillier and Stoffle, 2011).

Cutting costs alone could not meet the financial needs of libraries, in particular academic libraries. The increase in costs for technology and resources created financial hardships for libraries to maintain their services. Libraries have made considerable modifications to their services and available resources, through tough negotiations with vendors, non-traditional strategies for use of staff and by seeking support from communities, grants and whatever means become available. Libraries need consistent and stable means of support to effectively plan and strategize for the future changes confidently. This provides the need for library organizations to pursue their own means of support and learn how to follow similar best practices of the business world (Goldberg, 2008). Thus, most libraries are engaging in a variety of philanthropy activities to solicit and maintain financial support to meet future needs appropriately and in keeping with professional values.

This article will pursue a discussion of the need for successful philanthropy activities and demonstrate a strategy that will support the needs of the organization. This includes enabling library staff to embrace development goals and work with the development officer or office to achieve mutual goals for the benefit of the organization. This puts fundraising and donor development at the forefront of strategic planning to have ownership by everyone in the organization (Jennings, 2004).

Getting started

To create success in these philanthropic activities, the organization must understand what it means to create a landscape that is desirable for potential donors and develop added value. Without an understanding of how philanthropy engages a larger benefit to human conditions, problems, culture and social problems or reform, asking for support would be equated to charity, in which the benefits are more narrow (Gurin and Van Til, 1990). Modern philanthropic efforts can be viewed as a traditional or spiritual effort that is meant to enrich or better develop organizations seeking the help. Libraries certainly fall into these organizational needs as social, cultural and educational promoters of a just and better society.

Gurin and Van Til also refer to a third sector, labeled the not-for-profit sector, which needs support because of the limitations of business and economics and government support. This gives rise to fund-raising activities that appeals to a massive base of potential donors who understand any given organization's mission and value to the broader element, be it community or educational support. Perhaps libraries were slower over time to understand how this phenomenon could impact their organizations, but the current economic climate along with higher costs and changes in information use justifies libraries to pursue fund raising in earnest for the benefit of their stakeholders and larger societal responsibilities.

Although its financial support is of primary concern, it is important to recognize upfront that philanthropic efforts should be more than about money (Yoon, 2014). Philanthropic efforts should be about building relationships with people who will advocate and support your

organization, sometimes with money and sometimes in other ways, such as volunteering or broadening your reach through networking. These relationships should have a shared vision at its core, between the organization and the potential donor and that organizational mission is something that libraries have and should be embraced by all employees of the library.

The development mission

Within the field of development, four major steps are involved in the development cycle: identification, cultivation, solicitation and stewardship. Most libraries, as part of larger organizations, work with a development department or team, to effectively address and manage these steps and many larger libraries have their own development officer or development team. Depending upon how development activities are organized within the organization can make a difference in how the culture within the library is refined into a support mechanism for successful fundraising activities.

It is important to note that philanthropic activities are governed by a set of standards and professional ethical guidelines. Examples and specifics can be found from organizations such as the Association of Fundraising Professionals, www.afpnet.org, whose proclamation to advance ethical and effective fundraising worldwide, shares an ethical similarity with the American Libraries Association (ALA) core values and providing information literacy resources and services in an ethical and professional manner with integrity.

ALA has its own development program that sustains and advances the work of the association through support from members, supporters and friends. This support enables ALA to advocate on behalf of libraries and library users, promote literacy and community outreach programs and encourage reading and continuing education in communities across America. Similar to local and individual organizations, ALA and other professional associations in the field need the benefits of philanthropic activities to achieve certain goals, beyond standard operating needs.

Another aspect of development activities in general is the role that the development office plays within the library organization. Fundraisers typically lead from within the organization and are important parts of helping the organization follow the right path in its mission. Karla A. Williams identifies six value propositions for development personnel's leadership role (Williams, 2016) as: P1.

EXPERT in Fundraising: Knowledgeable, experienced, strategic, problem solver and life-long learner.

P2.

FACILITATOR of Values: Connector, educator, influencer, matchmaker and team builder.

P3.

CATALYST of Impact: Visionary, change agent, persistent, results oriented and impact-driven.

P4.

CONSCIENCE of Mission: Passionate, compassionate, ethical, socially conscious and mission-centered.

P5.

ADVOCATE for Philanthropy: Communicator, collaborator, resourceful, well-versed and consensus builder.

P6.

STEWARD of Resources: Respectful, responsible, transparent, relationship-minded and metrics-driven.

These value propositions connect with the organization at many levels and effective adherence to these values is important to developing the support from the organization needed to ensure success with fundraising goals. The leadership ideal is to use these value propositions to demonstrate the benefits that fundraising activities can provide, while also educating staff on how these propositions can be utilized with donors and supporters.

Involving everyone

In recognizing that development professionals are just that, professionals with a specific skill set which is geared to manage philanthropic activities, the identification of library staff to participate and help is important. Equally important however is that the development officer or their representative be allowed to assign roles and direct the activities of others who are supporting the effort. The major fundraiser can benefit tremendously by having a team dedicated to supporting the organizational mission. Everyone can be involved by understanding the basics of the library's need, as it relates to persons interested in supporting appropriate causes. This makes everyone a champion to promote the organization's worthiness, but it takes a focused effort to involve the right staff with the proper role in fundraising activities.

An early effort to broaden the reach of development personnel within academic libraries' environment occurred at the University of Arizona over 10 years ago. Huang (2006) describes the formation of a library development team whose goal was to increase fundraising activities to offset the reductions occurring in state appropriated funds. This team became a mixture of development and library personnel who worked together on three of the four steps in the development cycle. This found that it was effective to utilize library staff in helping to identify donors, in particular from the special collections area of the library which offered unique collections attractive to donors. Members of Library staff were also useful in the cultivation of donors, especially from campus faculty and parents, of whom many library staff came in contact with. Other success was found by involving library staff in the stewardship activities which thanks donors and maintains strong relationships through future event planning and communication.

Another good example of the benefits of library staff involvement comes from a situation related to the opening of a new community college library (Kemper et al., 2013). As a new campus struggled to provide adequate services for students, the library staff organized several events to invoke community response to those needs. These activities required commitment on everyone's

part in the library to keep the message consistent and worthy. This effort originally focused on specific needs, produced a greater awareness and increased stature for the library within the community for years to come.

Changing job expectations

A trend that impacts this subject is related to an increased expectation on librarians for outreach and fundraising responsibilities. Librarians and archivists work with faculty and community members on projects that can grow and develop beyond collaborative project requirements (Doan and Morris, 2012). Initial collaboration on academic or historic works can form the basis for building relationships that could be transformed into donor support for the project or project extensions. This also provides potential donors with a glimpse of the larger organization and other needs that might be present.

Liaison work by subject librarians also becomes the beginning of building relationships with faculty that might have positive impacts to future fundraising opportunities. Liaisons should be able to communicate to faculty long-term options and benefits for continuing a relationship with the university into retirement with legacy considerations.

Schools of Library and Information Studies have not traditionally addressed the skills needed for philanthropic activities as they have typically been part of senior management responsibility. Library schools are also undergoing transition, as it related to teaching new and diverse skills for use in the workforce (Crumpton, 2015). As the involvement by all library staff widens, addressing the type of skills needed for philanthropic activities is worth considering.

Development by its very nature is anything but straightforward and creating an expectation of troubleshooting or problem-solving should be included in education and training activities. Knowing how to anticipate and address situations that become off track or dysfunctional is part of having a clear strategy for success (Jennings, 2006).

Needing friends to help

The success of any fundraising activity is dependent upon identifying suitable donors. In academic libraries, there is no alumni base to pull from or solicit to, or no subject specific group by which professional news or updates would matter. Libraries must look broadly to share educational impact across various schools and colleges and provide reminders of the library's greater good in whole with the institution. Other options are available through faculty relationships, long-term library employees, student workers, parents and Friends groups (Smith, 2012). A library's Friends group can be critical in overall support for library efforts and also advocates to other constituencies on behalf of library needs. Friends groups should be built, educated, focused and "shepherded" to support the library financially (Huang, 2006).

Friends groups can be the frontline of fundraising by providing that identification of potential donors, from people who support and benefit from library services. The Friends organizations can then work with senior administrators and library staff to promote the attributes of the library to others who could eventually become donors or ongoing supporters. This includes performing

outreach activities that could attract prospects or inviting potential interested individuals to participate and learn more (Lorenzen, 2010).

Lorenzen discusses further what to do in attracting these friends or potential donors. He talks in terms of listening to what donors have to say, their passions, their current perceptions of the library and how to match their interest with the needs of the organization. This is another area in which more staff involvement can help connect donors to areas within the library that appeals to them. It helps the library become more donor-centric when more people share and speak to the value the library has to offer.

The benefits of a Friends of the library group is that it will attract philanthropic personalities with a wealth of resources and experience cultivating potential donors (D'Andraia et al., 2011). However, studies of academic Friends groups have shown their fundraising efforts to be sporadic and somewhat unreliable, and for this reason, the friends should not be relied on to procure major gifts, or other large donations on which the library primarily relies (Atlas, 1994). We need Friends to make philanthropy a success, but Friends need to collaborate with development staff and library personnel to gain the benefit of the relationships for all involved.

Developing the right culture

An organization's culture affects the effectiveness of the operation and is pervasive in all areas, including fundraising (Joyaux, 2015). Philanthropic culture is a subset of organizational culture and conveys an attitude toward fundraising efforts and donor relations. Developing this culture in a positive way is critical for organizational success so that all members of staff exhibit the behaviors appropriate to a donor-centric environment.

Successful fundraising and development efforts are rarely the success of just one person. Productive outcomes and long-term strategic successes are also the results of a broader organizational effort to support and cultivate a culture of giving and contributing to the success of the organization by individuals and groups outside and in the community. The larger organization can help employees whose primary responsibility it is to manage philanthropic efforts by helping to build relationships with donors and demonstrating that they are valued for more than money. But library staff must embrace and believe in the mission of the library and the goals of philanthropic efforts to achieve success (Rooks, 2006).

Since 2008 when global markets began to decline, which impacted property values, incomes and sales significantly, contributions to library endowments began to decline as well. This made asking for monies of donors to be much more tentative. The typical library organization does not automatically or intuitively understand the importance or the need for library staff to provide support for philanthropic activities. In many cases, there is a need to help employees understand this need through educational programs and activities directed to them (Crumpton, 2012).

An important part of developing organizational culture is in the prospect research stage of identifying donors. As this is a confidential process, including the right staff, librarians or administrators in the process is critical to the research success (Hammerman, 2014). Having a confidentiality policy is not only important but essential and requires staff buy-in to give it

credibility. Likewise, library employees can help with the discovery of prospects by being available to coordinate out-of-town visits when the opportunity is available with conference or meeting attendance (Teague, 2014). In his book *Fundraising Magic*, Robert G. Swanson in giving advice to board members, talks about doing more than just seeing the bottom line, but encourages people to effect the bottom line. Part of the culture development is to come full circle with recognizing prospecting efforts by staff.

Libraries also have an advantage with regard to developing a culture of philanthropy for employees, over other companies or groupings by being a non-profit type of organization. Organizations play an important role in shaping and nurturing individual values and motivations for their employees (Peng et al., 2015). This can be a passive influence over social mechanisms that can create congruence between organizational and individual values. Not only can this positively influence fundraising behaviors and philanthropic attitudes internally within the organization but it can also help move the larger organization mission further.

Although within professional fundraising organizations or departments a certain hierarchy exists with regard to roles for identifying, soliciting, cultivating and stewardship of donors, at the organizational level, a modest amount of autonomy might be needed to keep employees interested and engaged in supporting the process. In his book *Stewardship*, Peter Block addresses the organizational benefit of providing employees the motivation to make a choice in supporting organizational goals. This concept of self-accountability is ideal for library staffs to be engaged and supportive of philanthropic efforts on behalf of the library. It is an important element in developing a culture that is solid and stable for maintaining and growing a well-established donor base.

Cultivating our own effort: a case study

Recognizing the need for a broader, more focused effort, at the author's institution, this case study will outline some of the activities and considerations given to improve our efforts and cultivate an organizational wide environment that promotes and appeals to donors and supporters of our libraries' efforts. These efforts are the work of development officers, senior administrators for the libraries and more recently, an increased number of staff members who are become increasingly involved.

A theme to these activities involves supporting ourselves (Pennell, 2006). Advocating for support of the libraries must start with our own point of view in supporting ourselves. Whether its campus community of community involvement outside campus, an important ingredient in advocating for ourselves is understanding the need and the concept behind philanthropic activities.

Sometimes this is called "sense-giving", or the way in which the libraries see themselves as advocates of need as it is interpreted by outsiders (Muller and Kraussl, 2011). In other words, are employee efforts both shared and marketed as being supportive of the same requests externally driven? Muller and Kraussl make the case for sense-giving as a means to influence potential donors by modeling efforts made by organizational staffs toward achieving the desired goals.

Our library staff has made many efforts in these activities, but understanding concepts and defining their roles still needed further development.

Presentation to library staff

Early efforts to foster library staff support for development activities include presentations by development officers on basic terminology and concepts as to the importance of philanthropic support for library organizations. A presentation titled, “Development 101: What’s in it for You” was developed and presented to all personnel meeting. Summary topics and items discussed included:

- Structure of development as a campus department: This included historically what activities campus advancement played in previous activities, such as major campaigns and gifts that impacted the library specifically; there was also a review of relevant field literature on the subject. An organizational chart and funding types were also displayed and explained.
- Terminology of terms heard but not understood: This included a list of terms and comparisons to more familiar terms there were more easily understood such as cultivation, solicitation and stewardship. These were coached into other terms to help demonstrate the importance of building relationships with people who can become friends or donors.
- Roles of development officers and library administration: Many questions from staff relate to understanding what a development officer does and how they work with library administrators when donors express an interest in supporting the libraries.
- Typical funding needs and strategies to reach out to donors.
- Types of giving and reasoning behind why people will give.
- What staff can do to support development activities and the related benefits.

This presentation did seem to help the library staff understand better why investment into development activities and programs to build relationships made a difference to the organization. It also helped clarify how some people spend their time and why certain requests were made to the staff to accommodate related donor activities.

In this presentation, several examples were shared to demonstrate the benefits gained. A collections/artifact project was shared, not in terms of content, but in terms of what percentage of support came from donations and how donors connected with the subject. An employee who had made a planned gift spoke to the group to explain his motivation and how he expected his contribution to benefit the student population for years to come. Professional organization and a review of ethical practices concluded this initial meeting and presentation.

Feedback from staff in general still indicated that activities and investment in activities surrounding donors was unclear and finding the relationship between effort and reward was tough to connect. Some thoughts reflected the concerns discussed by David Perlmutter in his article about asking “friends” for money (Perlmutter, 2014). The concern centered around expecting people that they know or associate with, to be considered donors. This obviously means there is still work to do with our cultivation efforts.

Library staff focus groups

Library staff who are themselves donors of the organization do so for personal reasons (Crumpton, 2014). Understanding those reasons and translating that into ideas and concepts for all staff was seen as a method for cultivating broader support throughout the organization. The presentation was a beginning, but questions still remained and many activities still occurred in isolation. Later, recognizing the desire for a broader organizational point of view for development activities, it was decided to conduct focus groups with library staff who were already donors but not necessarily to the library. Examples of the questions discussed are in focus group questions.

The Focus Group goal is to gain appropriate feedback from volunteers regarding content on development activities of the library and the perceptions of the role that staff can play. This information is intended to provide context for a larger staff presentation/activity in the spring: *Q1*.

What is your personal view and activity level regarding philanthropic activity, i.e. giving at the workplace, church, community organizations, etc.? How does it make you feel, what is your motivation?

Q2.

What benefits can you see to the organizations in which you donate time, money or other support?

Q3.

What is your understanding of development activities within the university and within the University Libraries? Why do you feel it is necessary?

Q4.

What benefits to you see from donor support within the University Libraries? How do you feel such investment in donor relations helps the libraries?

Q5.

The libraries are a service-oriented profession and donor relations is part of the total scope of activities that we embrace, how can you as individuals be a part of that?

Q6.

What terminology do you find confusing? What activities do you not understand? What format of communication regarding development activities is most effective?

The feedback from the focus groups provided some insight dialog between staff and administration. A general consensus of opinion by people questioned was related to giving itself. Keeping in mind that focus group participants were all donors themselves, the value of giving was explored and appreciated for the way it made people feel. In other words, they all give because it made them feel good, that they were contributing to a societal need to make something better. They also felt that this was especially relevant when a need was visible, such as

supporting the homeless or improving community infrastructure needs. Related to this was the concept of the “ask” in which it was agreed that sometimes they have not given because they were not asked to.

This strong theme, of being asked to fulfill a need, also carried into the acknowledgement or thank-you part of the conversation. Various ways to express appreciation including not, if it is perceived that the donor does not want the attention, were explored and evaluated. Other themes emerging from focus group conversations include:

- The library needs to do a better job of communicating about individual donor situations, meaning things like spaces being named and the resulting renovation activities, events especially those held in the library, plaques or recognition signage that do not tell the entire story so staff who are asked questions cannot answer and what certain monies are used for or designated to.
- A broader view of budgetary concerns and how development activities can be directed in a particular direction to benefit a “need”.
- How gifts can be negotiated when they come with too many restrictions or expectations from the donor.
- Who to refer various types of questions to, be it development personnel or library administration.

Some immediate action items occurred from the focus group feedback. More “stories” of development success were posted on the website, including a blog to highlight donors and their contributions on the intranet communication board, a weekly recap of monies donated and to what purpose and more visibility of the development officer assigned to the libraries so causal communication could occur.

Creation of a Development Advisory Committee

After staff awareness was raised through the presentations and focus group activities, it was decided to create a Development Advisory Committee (DAC), chaired by the library’s development officer. Following the lead from the University of Texas Libraries at the University of Texas at Austin, an advisory committee was formed made up of volunteers from library staff. This was the initial CHARGE – Development Advisory Committee.

Development and philanthropic activities play a very important role in the success of the UNCG University Libraries. The Development Advisory Committee is an advisory committee whose members become informed about how development works with the goal of serving as ambassadors for development and promoting a case for giving to the University Libraries. One of the primary expectations of the committee is that it understands and promotes a culture of philanthropy within the UNCG Libraries.

The committee will work with the Development Officer and Library Administration to:

- learn more about library development;
- advise regarding development goals;

- improve communication with library staff about fundraising activities;
- learn more about fundraising and development;
- provide feedback on possible development initiatives;
- suggest strategies for cultivating, soliciting and stewarding donors;
- assist in prioritizing proposed initiatives and activities; and
- inform the Development Officer about priorities within the individual units.

Members of this committee will serve a two-year term. Monthly meetings are expected. Field trips are contemplated to area libraries to see how their development operations work.

The committee planned to meet nine to ten times a year, and the content was established as a combination of education, feedback, new initiatives and solicitation of opportunities. Committee members represented a cross section of library departments, employee type (exempt, librarians or non-exempt) and area of interest. The commitment for serving was two years. The Dean approved the charge and attended the first meeting but the impetus was that this committee worked directly with the Development Officer. In the first meeting, members shared their interest in personal and institutional giving, the Dean and Development Officer reviewed and detailed their roles with regard to philanthropic activities and the relationship was drawn to how the libraries connection to the campus wide Office of Development. Current documents related to soliciting donors such as; library facts, library needs and challenges and named spaces, were also distributed.

During the course of the first year, other meetings had purposeful content summarized as:

- Terminology including campaigns and how goals are set. This also included spending categories and organization charts from the campus Office of Development.
- The Director of Communication, External Relations and Marketing, presented guidelines on creating an “elevator speech” to help people feel more comfortable and better prepared for quick conversations about the library. Below are the elements of an elevator speech, titled Box 1.
- The Head of Special Collections and University Archives made a presentation to the committee explaining the various collections and projects in his area and how many of those are attached to donors or are a source of solicitation to further develop of process the collection if needed. This included a discussion of the endowment report and associated accounts.
- The committee participated in a ALA sponsored webinar given by Ed Rossman, titled, “New Sources of Revenue: Naming Rights, Crowd-Funding, Sponsorships and More”. Discussion followed.
- Representatives from the libraries’ Friend of the Libraries Board addressed the committee and shared documents related to how the Friends organization operates and the types of activities undertaken to benefit the libraries.

For future activities, the committee continues to look for guest speakers who can enlighten various misperceptions and perhaps a field trip to share experiences with another library.

An unexpected opportunity presented itself after this first year of meeting and collaborating on development activities at the libraries. The library development officer decided to retire; this created the opportunity for a different type of search that is normally conducted for development. Because of the higher level of engagement with library staff and in particular the DAC, the search for a new development officer was handled much like a faculty search. A job description was put together and reviewed by members of the DAC. Following is an example of a job posting for the Director of Development (Box 2).

Box 1. Everyone has a story

An elevator speech is a message that can be communicated in the time it takes to ride up an elevator. It must be short, concise, and engage the listener quickly. It should n't be canned, but it should be prepared. Know your subject, know your audience, and know yourself. Above all, you want to address what you know, what you care about, and what you know will engage the listener. Quite often, your passion for the subject is the key to success, along with being knowledgeable and believable about your subject.

Here's my commercial – read Library Columns and read the Friends blog and your own department's blog. Know the news that's important to your area, and to the library in general. When I say something about the libraries, I try to connect it with the listener. Here are some talking points I like to bring up:

- I like to tell people that a library is the one thing that I can think of that can be all things to all people.
- We have something for everyone, regardless of their interests or inclination.
- We are a place to learn and keep learning forever.
- We have dedicated, knowledgeable personnel who want to help people who have questions or want to learn.
- We have a pleasant facility in which to work that is chock-full of people most of the time. We get to learn new things and try new technologies.
- We are anything but a static place or just a collection of books.

Based on what I know about the libraries, I choose from among several buckets in answering, almost always speaking to the question of how we make a difference:

- Our people.
- Our services.
- Our collections.
- Our facility.

I suggest having a few points in your pocket about each of those that you can use to communicate to potential donors and anyone who asks you what you do or what's going on in the libraries. You want to tell a story with your "elevator speech" that your listener will find interesting as well as informative.

You could start with this year's development priorities (or choose one of them), but you have to buy into them, understand them and be enthusiastic about them. If not, you can still choose something you do care about in the libraries and talk about that. You don't need to gush, but you always want to stay positive. You must always be genuine.

My area being FOL and programming, when somebody (usually outside the university, but even within in it) asks me what's going on at the library, I tend to talk about:

- What programs we have coming up and why someone might want to come.
- What things I'm working on that I think the person I'm talking to might relate to.
- How the community benefits from what we do.

Choose your area, and talk about the same sorts of things. It helps paint a picture that you are what you are – an engaged person who loves what they do and cares what happens to our library and those it serves.

Box 2. Director of Development job posting

The Director of Development will be responsible for the identification, cultivation, solicitation and stewardship of major gifts from faculty, staff, alumni and friends to the University Libraries. The Director will establish a broad multi-year fundraising program through relationships with individuals, foundations and corporations to secure private support for the mission and strategic priorities of the University Libraries. The Director will also provide leadership for fundraising activities to include; serving as a frontline fundraiser, building relationships with alumni, faculty and other donors through personal visits and written and oral communications; managing a portfolio of major and planned gift prospects by identifying, implementing and evaluating appropriate cultivation and solicitation activities; helping to plan, coordinate and participate in events and social activities which will identify and cultivate donors and prospects; provide support to the Friends of the Libraries Board and Jackson Society members. In addition, the Director of Development will be expected to:

- adhere to specific requirements/performance expectations from University Advancement in terms of number of visits and calls.
- work closely with library administration and the Head of Special Collections and University Archives to define and prioritize funding needs and develop a responsive and comprehensive fundraising plan.
- work closely with the Director of Communications and External Relations to look for promotional opportunities and to write text describing recent donations and donor successes at the University Libraries.
- interact positively with a wide range of individuals and position levels within and outside of the University Libraries, especially the University Libraries Administrative Office; plan, organize, implement, oversee and coordinate multiple tasks and meet deadlines as a member of Administration.
- serve as Chair of the Development Advisory Committee. Committee members (library staff and library faculty) serve as ambassadors for development within the University Libraries by engaging colleagues and building support for the development process.
- collaborate with other Development Officers in order to increase the University Libraries' visibility across the entire campus donor base and to maximize campus-wide effectiveness of the University's fundraising efforts.
- attend the annual ALADN Conference and network nationally with other library development officers.
- work with Annual Giving staff, the Director of Planned Giving and the Office of Alumni Relations to increase support for the University Libraries.
- identify and help recruit potential Friends of the Libraries Board members, and coordinate stewardship of Board members.
- coordinate activities and events for recruitment, retention and stewardship of members of the Jackson Society, along with members of the Events Planning Committee.
- coordinate engagement of library personnel and other stakeholders with donors interested in specific library activities.
- deliver presentations to individuals or groups.

Here are some possible starting points for each member of the committee, to be used to start your thinking about what you might say to the question – What's going on in the library with you? If you script it precisely and memorize it, you're likely to sound wooden. You want to be conversational. As we'd say in Sunday School, speak what's written on your heart. Keep it short. That's the hardest part. Try to communicate an answer to these questions that can be said in a minute, no more than two. If you haven't engaged the listener in that amount of time, you won't. If you get a chance to expand on what you say, they'll let you know.

Several members of the DAC also joined the search committee during interviews the committee was given its own time slot with the candidates to share the concept of an advisory committee and get feedback on its future use. At the writing, a successful candidate has not been named yet, but it is expected that this committee will continue to learn, collaborate and communicate with the new development officer.

Strategic planning initiatives

As part of the strategic planning process, the University Libraries has included development activities as objectives for the year, as an organization in addition to any individual personal objectives. An example would be:

1. Objective – Collaborate with campus and external partners in order to enhance development opportunities and provide artistic, economic and cultural opportunities for UNC – Greensboro and the region, University Libraries.
2. Measurements of Objectives – These are the items measured to track progress toward obtaining the objective:
 - Dollar amount of donor activity.
 - Number of new Jackson Society (1K annual giving) members.
 - Number of grant applications and awards.

This formal acknowledgement that strategic planning should incorporate fund-raising was first outlined by Brown and Gonzalez (2007). They addressed the five phases of strategic planning with a fundraising point of view. It is paraphrased as follows:

1. Phase one is creating the vision and mission statement and becomes the foundation upon which strategy is formulated and in the case of fund-raising, demonstrating the need of supporting the larger institution.
2. Phase two is about setting strategic objectives and performance targets as a product of the metrics used to collect data.
3. Phase three addresses the creation of a business strategy from the functional areas, including an environmental scan, to calculate efficiencies affecting performance.
4. Phase four is concerned with the execution of the strategy with the sense of having the resources to support expected initiatives.
5. Phase five is for assessment and continuous evaluation of activities in order to measure performance and make changes as needed.

Proper strategic planning that is shared with stakeholders can help develop fundraising opportunities for strategic needs or to offset budgetary woes. This would involve a larger staff effort to identify and support those activities.

It can be generally inferred, that the library, as an organization, must consistently make a positive case to potential donors, development or fundraising officials and administrators of the larger parent institution, that a plan or strategy is in place for long-term success (Danneker, 2011). This is to offset the lack of direct alumni and other competitive disadvantages about the future of the library as an institution.

Successful integration of staff investment into development activities can be seen in the accomplishment of strategic planning objectives that help the organization meet its goals and mission. This might be direct, with financial support or indirect with support for ways to achieve other goals and objectives.

Corporate social responsibility

In the business community, the concept of corporate social responsibility (CSR) has become part of a management strategy which can create a higher level of engagement for a company with community and related stakeholders. This becomes an opportunity for a company or organization to benefit and support their community through advocacy and reinforcement of core principles of non-profit or community outreach organizations. In addition to organizational benefits, experience has shown that motives behind CSR initiatives for employees include better moral, higher retention and easier to recruit (Slack et al., 2015).

A case study research project was conducted (Slack et al., 2015) that compared the motivation and values of individuals versus their company or corporation, in engaging with philanthropic activities through the concept of a social contract. This study concluded that there was a range of responses but did determine that individual values and attitudes were influenced when programs and activities, sponsored by the company, allowed inclusion in processes and autonomy in supporting functions as related to philanthropic activities. This also implied that company activities are more sustainable when influenced in reverse, by employee attitudes and values.

The CSR concept can apply to libraries as a way to engage staff in developing the overall culture to be good citizens and support community philanthropic efforts. Working together as an organization supporting others, opens the door for everyone to support what the library needs when the time comes.

Conclusion

Cultivating the organizational effort means driving the attitudes, experiences, beliefs and values that make up the organizational culture toward purposeful causes such as supporting philanthropy on behalf of the organization. Professional philanthropy organizations define this as having demonstrated leadership at all levels, learning how to converse and tell the organization's story with stakeholders and having common values and strategies for successful outcomes and future expectations (Cole, 2011).

Providing library staffs the opportunity to participate in driving this culture can make a significant impact on results. A simple way is to develop their storytelling skills to tell the library's story to interested prospects or friends. You cannot rely on social media for that; it is the personal one-on-one experience that makes the difference (Lewis et al., 2014).

It is also important to recognize that the world is changing. Demographic trends show that the US population is made significant changes in location, ethnicity, age and gender domination in the past two decades and addressing your fund-raising efforts accordingly is important (Johnson and Kasarda, 2011). This means that traditional methods and techniques used in fund-raising activities previously might need to be revamped or adapted to new demographics in donor profiles.

Either way, there is value in cultivating an organizational effort to support these needed fund-raising activities for libraries. Providing educational opportunities for staff to learn the terminology, processes and roles of fundraising professionals can help make them embedded partners to support the effort. Having frank conversations, like focus groups, can make a

difference in understanding their perspective on functions outside of their regular job responsibilities.

In our case study, we learned that as individuals, employees like to match the libraries' actions to be inclusive in how we are represented to outside stakeholders, stakeholders who can become donors and financial supporters. But the library staff needs to be given the tools to understand terminology, recognize opportunities and be prepared with elevator speeches and stories about the library. Understanding the organization's mission and how to blend donor support into what the organization does and stands for is another way to strengthen resolve.

Success can be seen in many ways: financially and spiritually. How healthy an organization sees itself depends on mutual support of all employees across all fronts, including development activities. If you have not already, consider broadening the approach taken with fundraising to cultivate staff support for mutual benefits.

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