

Library Development Structures in CIC Institutions: The Search for Constituents

G. David Gearhart and Gloriana St. Clair

This study determines how twelve libraries in the Council for Interinstitutional Cooperation (CIC) approached the challenge of identifying a constituency for development. Additional strategies for identifying constituents are discussed. Strategies most commonly and successfully used included a checkoff on the annual fund appeal for all alumni, the development of a Friends group, and the establishment of partnerships for appeals with colleges.



rganizational structure for development activities differs from university to university. No matter what the structure, however, libraries entering the fundraising arena are faced with the problem of identifying a constituency. Unlike a college or school, libraries do not have an identifiable alumni base from which to draw gift support. Libraries have claim to either none of the institution's alumni or all of them.

The purpose of this study is to determine how the twelve libraries in the Council for Interinstitutional Cooperation (CIC) have approached the challenge of identifying a constituency for development. The CIC brings together presidents, librarians, development officers, and others to discuss common academic concerns. The investigators developed a short questionnaire and arranged for telephone interviews with CIC library development officers. The survey revealed a variety of responses to the need for a constituency. Three popular approaches were 1) a checkoff on an annual giving form, 2) the formation of

Friends groups, and 3) forming partnerships with colleges and schools. The paper discusses the background for library entry into university development; the existing development and library literature; the survey methodology; the results; and some conclusions.

BACKGROUND

The financial condition of a university library is even more strained than the financial condition of the rest of the university. In addition to the general higher education index growth, the average cost of library materials, especially journals, has climbed 40 percent in the last five years. Library responses to runaway costs and to the generally bleak prospects for increased funding from financially stressed institutions have varied greatly. Many now buy fewer books than they did previously; others have canceled journal subscriptions, often over the legitimate complaints of teaching faculty; still others have cut back personnel, endured freezes, suspended travel, and generally ceased discretionary spending. Almost all have begun a

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development operation to provide additional support for collections and services.

While libraries have certainly been the beneficiaries of capital campaigns, colleges and schools often have been less than enthusiastic about the library's desire to participate in the broader scope of development activities. Rightly or wrongly, colleges and schools fear that monies that might have been available for chairs, scholarships, laboratories, and similar needs might be diverted to the library. While the library's case will probably overlap in more significant areas with those of "competing" academic units, the centrality of library needs makes it worthy of university development efforts.

LITERATURE REVIEW

Three basic organizational structures are in use at large academic institutions. In a decentralized model, development activities are handled independently by the schools. In a centralized model, the university administration oversees development for the whole institution. In a shared model, the responsibilities are divided between the schools and the university administration.

Unlike a college or school, libraries do not have an identifiable alumni base from which to draw gift support.

James M. Shea's "Organizational Issues in Designing Advancement Programs" speaks to two basic organizational models: centralized and noncentralized.¹ Richard L. Desmond and John S. Ryan argue in "Serving People Needs" that a blended system strikes a proper balance between centralized and decentralized fund-raising. They believe that the blended system can use highly specialized central development officers as generalists in touch with special units, and can eliminate the need for central personnel to solicit the same prospects as the colleges.² J. Robert Sandberg balances the advantages and disadvantages of centralized and decentralized

fund-raising and recommends maintaining flexibility within the organization.³ Margaret Rooney Hall's dissertation, "A Comparison of Decentralized and Centralized Patterns of Managing the Institutional Advancement Activities at Research Universities," notes that the current trend is to the decentralized model. According to a review, "First-rate Findings" by Robin Goldman Netherton, Hall explores this trend to decentralization and discusses what sort of universities are making the switch.⁴

Library literature offered no articles on this topic. Two solutions derived from the survey—the checkoff and the partnership—also received no treatment. However, the idea of a library Friends organization was the subject of the 1979 Allerton Park Institute, *Organizing the Library's Support: Donors, Volunteers, Friends*. While the institute papers offer much good advice on the creation and nurture of Friends groups, only one author comments on the role of Friends as a substitute for an alumni constituency. In "Friends Groups and Academic Libraries," Paul H. Mosher says:

an academic library's Friends group must be the library's alumni organization—the equal of that of any college or school—even though the library has, technically speaking, no alumni. The Friends group has the additional advantage of being a neutral alumni group because the academic library is essentially a nonpolitical agency in an institution fraught with political antagonisms or disillusionments involving alumni and students or campus administrators. Study of the literature on library Friends groups revealed no emphasis on the Friends as a library's alumni, but I believe this analogy is significant and useful.⁵

Mosher recently emphasized again the importance of a Friends group for an alumless academic library.⁶

In "Getting Started with Annual Funds in Academic Libraries," Charlene K. Clark also stresses the importance of an active Friends group for a university library.⁷ In a more recent article, "Donor and Donor Relations," Clark notes the

TABLE 1
CIC LIBRARY COLLECTIONS AND BUDGETS

Rank	Institution	Collection Size	Total Budget (\$)
6	Illinois	7,918,951	19,482,431
7	Michigan	6,579,152	25,759,418
13	Wisconsin	5,133,457	23,020,227
14	Minnesota	4,761,630	24,386,140
15	Indiana	5,099,250	19,931,037
16	Chicago	5,328,849	16,083,176
18	Penn State	3,191,245	18,505,042
21	Ohio State	4,517,095	17,020,796
31	Northwestern	3,550,250	14,262,619
40	Michigan State	2,811,363	12,931,442
43	Iowa	3,174,269	12,653,125
68	Purdue	1,968,656	10,165,748

Source: *Chronicle of Higher Education*, May 6, 1992.

importance of various constituencies—alumni, spouses, women, parents, board members, groups and organizations, reunion classes, book collectors, faculty and staff, sororities and fraternities, friends of the library, and maverick donors. Clark concludes that donors are attracted by neglected worthy causes—such as libraries.³

In an article entitled "Funding Special Collections," Karen Nelson Hoyle emphasizes the importance of Friends group participation in public relations and fundraising.⁹ In "Library Friends," Joan Hood addresses the problem of identification of constituents. Hood says:

the identification of donors for libraries, especially academic libraries, presents a unique problem. No one has graduated from the library system. On the other hand, one hopes that all alumni availed themselves of the resources provided by the library. Libraries must strongly defend the right of access to all alumni of the institution. It is essential that this policy be determined at the highest campus level. Otherwise, the library will find that it has no development market. . . . It is imperative that a library have access to the entire alumni body for fundraising.¹⁰

Identifying a group of people who can take the place of the school's alumni base is an important issue for successful library development.

SURVEY METHODOLOGY

Why the CIC? It is the most prestigious collection of large public research institutions. Its members include The University of Chicago, University of Illinois, University of Indiana, University of Iowa, University of Michigan, Michigan State, University of Minnesota, Northwestern, Ohio State, Penn State, Purdue, and the University of Wisconsin. For many years, ten of these schools have competed athletically under the rubric the Big Ten. In 1990 Penn State joined the Big Ten and concurrently the CIC. The alliance among university presidents extends to meetings among development officers, university press managers, student government leaders, librarians, and others. Cooperative grants and projects are common. The CIC universities are public institution leaders that differ from other universities primarily in size and research funding. The small number of institutions made the project feasible. While the data gathered from such a group cannot be generalized to the broader population, it should indicate some trends among large progressive institutions. Table 1 lists the CIC libraries ranked nationally according to collection size and their total budgets.

The DORAL Survey

Ten of the twelve libraries belong to Development Officers of Research and

Academic Libraries, a group of thirty library development officers who began meeting together in 1987. In 1989, the DORAL group decided to survey its members to gather information about development programs and distributed a seventy-six-question written survey. Results were gathered and tallied but not widely distributed to DORAL mem-

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bers or prepared for publication. Our attempts to locate the compiled DORAL data failed. Some development officers thought the information would be dated, but those who had responded to the survey were interested in knowing its results. Comparison of data results from that survey with results from this survey would begin a longitudinal picture of library development efforts.

Survey Construction and Administration

Our own survey contained ten questions. The first question sought to identify the university's development organizational structure. Questions two and three determined the name, title, and reporting line of a library development officer. Questions four and five asked about staff support for development. Questions six and seven determined what constituents the library might approach. Question eight invited respondents to list their successes in the last few years. Questions nine and ten attempted to determine what the development goal was for last year and what percentage of total budget might be expected to come from development activities.

An appointment was arranged for each development officer to talk with an investigator. A copy of the questions was faxed to each participant. This preparation allowed for quick, successful telephone interviews. All interviews were

conducted during November 1990. The response rate was 100 percent for contact with institutions. The University of Minnesota was planning to hire a development officer; the associate university librarian for public services responded for their proposed program.

RESULTS

University Organization for Development

Most development officers reported a shared organization structure (see table 2). The central development office was available to help out with design and other planning work. Coordination was particularly strong in the area of major gifts.

**TABLE 2
INSTITUTIONS BY TYPE**

Shared	Decentralized	Centralized
Chicago	Northwestern	Ohio State
Iowa	Illinois	Penn State
Michigan	Indiana	
Michigan State		
Purdue		
Minnesota		
Wisconsin		

No matter which structure was identified, development officers indicated the need for cooperation throughout the university. Answers frequently took the form of "decentralized but shared" or "shared but centralized."

Title and Reporting Line

The following titles are in use among CIC institutions:

- Head, Library Development and External Relations
- External Relations Coordinator
- Development Officer (2, one at .75 FTE)
- Director, Administrative and Access Services
- Director of Development (3)
- Head, Library Development and External Relations
- Library Development Officer
- Development Officer II and Director of Friends

TABLE 3
STAFFING FOR DEVELOPMENT ACTIVITIES

Institution	Positions	FTE
Michigan	<i>Reporting to development officer:</i> Full-time development officer for major gifts, corporate and foundation contacts Half-time public relations assistant Full-time secretary	2.5
Wisconsin	<i>Reporting to the development officer:</i> Two-thirds time grants officer Two-thirds time secretary 5% contributions from associate director for collections and preservation and from special collections coordinator, who has administrative responsibility for Friends group	1.42
Minnesota	Some secretarial support from the director's office staff (proposed)	?
Iowa	.25 FTE administrative projects librarian .25 FTE head, reserve librarian	0.5
Chicago	1 FTE development associate: manages Friends group, does acknowledgments, runs newsletter 10 hours/week work-study help	1.25
Michigan State	1 FTE secretary	1.0
Northwestern	1 FTE administrative assistant .5 FTE student help	1.5
Indiana	.5 FTE public relations assistant 1 FTE secretary	1.5
Ohio State	1 FTE secretary	1.0
Illinois	1 FTE development officer: responsible for annual fund .66 FTE development officer: responsible for major gifts	1.66
Penn State	1 FTE administrative assistant 1 FTE secretary	2.0
Purdue	1 FTE position frozen	[1]

• Director of Development and Public Affairs

In decentralized and shared organizations, the officer reported to the dean or director of libraries; one reported to a deputy director. In the centralized situation, the development director reported to the assistant vice president for university development or to the executive director of development with a dotted line report to the head of the library.

Support Staff

Data on additional library staff working on development activities are contained in table 3.

Constituency for Appeals

Appeals are annual written or telephone communications requesting a contribution. Although the University of Michigan has a library school, the school has its own development needs and program. The University of Michigan Libraries were given a database of 1,800 prospects, including 600 active Friends members and another 700 inactive Friends. The rest of the people in the database had given in the past in other campaigns when the libraries were an option. The libraries no longer appear as an option in the annual appeal. The

libraries have tried different strategies to increase their constituencies; Friends members often suggest others who might be added to the list. The head of library development and external relations believes that joint appeals with other colleges will work well and will be less threatening to the colleges. The libraries will be a part of an anticipated capital campaign.

At the University of Wisconsin, the libraries have been allowed to make appeals on an ad hoc basis, but they have no permanent assigned constituencies. They have been allowed to appeal to those who responded to certain questions on an alumni questionnaire. Currently they are working with Letters and Science faculty to provide an endowment for books. The libraries take anything they can get as a constituency and have found piggybacking with other departments to be particularly useful.

At Michigan State, the development officer works part-time for the College of Arts and Letters. The libraries are trying to gain access to degree holders by approaching the college deans for joint appeals. They have already approached three deans and plan to talk with the other ten over the next three years.

Northwestern University has an active Friends group called the Library Council. The Library Council has about 600 members with a governing board of about forty. They are sometimes allowed to approach a target group, such as a reunion class.

The University of Chicago reports that access to other donors is approved on a case-by-case basis. Their Friends group is called the Library Society. Some of their more reliable donors are not alums and come to them through an interest in books. The colleges claim all alumni on their campus. The library development officer believes that cultivating internal constituents, particularly the major gifts officer, is one of her most important duties.

Purdue reports, as did others, that all appeals must be cleared with a central office. Library development staff have negotiated the libraries as a checkoff on a universitywide appeal card. They have

additional access to the 6,000-10,000 alumni who have no school in their records. They have also sent letters to alumni who are identified as having worked in the libraries as student workers. They are also considering an appeal to alumni who received graduate degrees only from Purdue. They have been meeting with colleges to collaborate on other appeals; their intention is that every school should have a library component among its appeals. As they move into a \$250 million capital campaign, the libraries will be one of four specific cases made. The libraries' appeal will focus on information access—infrastructure needs, materials for the libraries, and connections between buildings.

The University of Iowa gave its libraries access to all alums for one fund drive, but generally the libraries rely on past donors for their appeals.

In Penn State's centralized system, the University has made the libraries a checkoff on general appeals. Proposals have been made for class gifts and for reunion classes. The central office sometimes assigns prospects to the Libraries for capital campaigns.

Achievements

Michigan was particularly proud of the good public relations that had been generated through its development efforts. The libraries had sponsored a very successful lecture series with prominent speakers, but considered that activity to be more successful as friend-raising than as fund-raising. They had also received a challenge grant of \$500,000 for the preservation of library materials. In their attempt to meet that challenge, they used a direct-mail campaign to 13,000 people on a non-donor database from the College of Arts and Sciences. To this, they added 1,300 names of their own. The response rate was 2 percent. Even with this "terrible list," they were able to gain some help to meet the challenge grant.

The University of Wisconsin Libraries reported that most of their successes had been serendipitous in the form of gifts through wills and trusts. Michigan State Libraries reported increased awareness of

TABLE 4
SUCCESSFUL ACTIVITIES

Michigan	\$330,000	included grants
Wisconsin	\$458,000	\$28,000 \$ gifts \$80,000 In-kind \$350,000 Grant
Chicago	\$650,000	about 3%
Michigan State	\$90,000	Endowment since 1986
Northwestern	\$4,750,000	\$1 million to endow a chair for university librarian, \$2.5 million for collections, \$1.25 million for preservation; in 1986 they finished a capital project for \$2.3 million to install environmental control for preservation.
Minnesota		Program just being developed.
Iowa		They have used an exhibition speaker series to get people into the libraries and to raise awareness. They are planning a Friends membership drive.
Penn State		Paterno Libraries Endowment—Renewal appeal had a 12% response rate with an average gift of \$82.
Indiana		Bobby Knight Roast—a fiftieth birthday party raised \$100,000 and added to list of accessible potential donors. Knight also participated in an Alumni Club event with proceeds to the libraries.
Illinois	\$4,000,000	In two increments \$2 million for the C. Walter and Gerda B. Mortenson Center for International library Programs, which has librarianship fellows from around the country, and two million for the professorships, etc. \$4 million for a National Endowment Challenge to aid the humanities through acquisitions, preservation, and bibliographic access. National Endowment will give one million if they raise \$3 million. This project is currently under way.
Ohio State		Book sales twice a year with money to the libraries, not the Friends who sponsor the event. (Last one raised \$22,000. They've used a phone-a-thon to lapsed donors and are pleased to have 536 renewals. They have numerous programs and events, but have not had success with annual fund mail outs.)

the library through open houses and American Library Association Library Week Great American Read-Alouds with celebrities. This latter event had provided a good platform for seeking corporate funding. Iowa reported good results with exhibitions and speaker series. The University of Chicago's Library Society has five programs a year, usually focusing on professors and their research or on personalities from the city. Chicago has an extensive display gallery and a full-time exhibitions coordinator whose work creates excellent public relations pieces both for the libraries and for the university. The library

development officer has a good working relationship with the head of special collections.

During the Campaign for Penn State, football coach Joe Paterno lent his name and active support to a library materials endowment. Almost \$3 million was raised during the campaign and the fund continues to grow through annual giving—total gifts to the libraries during the campaign amounted to over \$9 million. Coach Paterno currently heads up a newly announced campaign to raise \$10 million for an addition to Penn State's main library (see table 4).

*Goals and Monies Raised:***Goals**

Minnesota	Emerging program
Indiana	No specific goal
Iowa	No specific goal
Ohio State	No specific goal
Purdue	No specific goal
Michigan	Activity goal
Michigan State	\$100,000
Chicago	\$650,000
Penn State	\$1.5 million
Wisconsin	More than last year
Illinois	More than last year
Northwestern	5-6% of annual budget

Additional Cultivation Strategies

Other ways to identify and cultivate constituencies for libraries are being used by CIC institutions and by colleges and universities nationwide as these institutions become more aggressive in the fund-raising arena. Even though libraries don't have alumni constituents, they have been able to raise funds. In fact, some of the successes noted in the previous section are founded on one or more of the following strategies:

1. Strong Prospect Management System. Most, if not all, CIC institutions have prospect management systems designed to track the cultivation and identification of major gift prospects for the entire institution. A prospect management system is usually managed university-wide, but can be managed on a collegiate basis. Libraries development officers and heads should insist on a strong profile with an institution's prospect management system. Identifying major gift prospects for the libraries, through a prospect management system, will be critical to attracting a high level of support.

2. Aggressive Library Head. The dean of libraries, director of libraries, or head librarian should be intimately involved in gift prospecting and identification. A head who is disinterested and who does not understand the importance of private philanthropy will hinder the growth of a development program. Several excellent conferences and training seminars are available nationally,

and library heads should avail themselves of these opportunities. Library heads should be visible, active, willing to travel, and aggressive in the philanthropic endeavors of their libraries.

3. Presidential Leadership. There can be no substitute for the leadership of the chief executive officer in helping to establish a solid base of support for the libraries. The president of an institution should "adopt" the libraries as a focal point of support and should encourage various constituencies, internal and external to the university, to support the libraries with their gifts, time, and talent.

4. Focus Campaign. Many colleges and schools will launch special "focus campaigns" designed to address a particular urgent need. These may take the form of special campaigns for endowments for buildings. Currently, at Penn State, two focus campaigns enjoy a high degree of visibility. The Academic/Athletic Convocation and Events Center and the Campaign for the Hershey Medical Center Biomedical Research Building have received wide attention and support from numerous sectors of the institution. A \$10 million campaign for the libraries now succeeds these two successful projects. Likewise, consideration should be given to a "focus campaign" that gives particular attention to a defined project within the libraries. Naturally, the most visible focus campaign is for bricks and mortar, but endowment efforts can be equally as successful. This gives a rallying point to all university constituents to support the one unit (the libraries) that impacts on the total quality of the institution. Focus campaigns tend to verify the importance of a particular unit and draw attention to it from many quarters. It can help to build a long-term constituency of donors and volunteers.

5. Internal Faculty/Staff Support. All CIC institutions, and many colleges and universities throughout the nation, conduct internal faculty/staff campaigns on an annual basis. An institution should consider devoting the faculty/staff campaign, in any given year, to the libraries. Faculty and staff understand the importance of a library and might be more likely to sup-

port a campaign to enhance the libraries over other constituents, including alumni constituents. Caution should be maintained in undermining support of other academic units that have traditionally benefited from internal constituencies.

6. Special Events. The libraries should consider conducting special cultivation functions for major donors. At these events, which could be held in selected cities, a particular unit of the libraries could be profiled, such as the special collections area. Current library benefactors, friends, or development board members could host these functions designed to profile the libraries to potential benefactors.

7. Corporate and Foundation Proposals. The corporate and foundations relations office of a university should be charged with the responsibility of profiling the libraries, whenever possible, in major corporate proposals.

8. Endowment Fund Guidelines. Guidelines for endowed chairs, professorships, fellowships, and scholarships in colleges and universities could include a component for the libraries. Many times, guidelines that establish these endowment funds give flexibility to the use of the funds for particular purposes supporting the endowed program. A component in the guidelines that supports the libraries would be entirely in order as professorships and chairs tend to add a degree of increased library costs to the university.

9. Nonalumni Parents as a Constituency. Parents who are not alumni but whose children attend the institution can often be viewed as an excellent constituency for the libraries. This is a defined group that definitely should be solicited for annual giving, and many times non-alumni parents do not have a defined area of interest to support. The libraries would provide an academic unit as a focus for their involvement.

DISCUSSION

The problem of not having a ready-made constituency for fund-raising appeals is a serious one for libraries. Colleges with alumni have, at least, a place to start. While librarians claim

with some justification that all alumni should be approachable because almost all used the libraries during their university life, many universities have not agreed with that approach. In decentralized models, the power of the colleges over their lists is all but absolute. Even in centralized situations, the central office may be reluctant to annoy powerful college and school deans. Although the university librarian may be a dean, the position does not usually have power equivalent to that of the heads of the larger colleges.

However, the need for additional funding for the libraries is acute, and librarians have developed strategies to compensate for their lack of a defined constituency. Three strategies identified through this survey are (1) checkoff on the annual fund appeal for all alumni, (2) the development of a Friends group, and (3) the establishment of partnerships for appeals with the colleges. Table 5 indicates which CIC institutions are employing which strategy.

TABLE 5
STRATEGIES USED

School	Check-off	Friends	Partnership
Chicago	No	Yes	No
Illinois	Yes	Yes	Yes
Indiana	Some	Yes	Yes
Iowa	Some	Yes	No
Michigan	No	Yes	Yes
Michigan State	No	Yes	Yes
Minnesota	No	Yes	No
Northwestern	No	Yes	No
Ohio State	No	Yes	No
Penn State	Yes	No	Yes
Purdue	Yes	No	Yes
Wisconsin	Some	Yes	Yes

Checkoff

Having the libraries as a checkoff on the annual appeal is clearly a big advantage. In the long process of cultivating major gift donors, this box can give an early indication that the prospect might

be more interested in the libraries than in the college. Because development experience indicates that donors' preferences are not always predictable, giving them an opportunity to move away from the most obvious choice is an important technique for maximizing return. Because libraries have always been recognized as the heart of an institution, they have been relatively free of opponents. Thus, they provide a safe alternative for an alumnus who may be particularly interested in books, computers, and information, or who may have had a particularly good experience in the libraries or, in one alternative, a poor experience in a college. Students use libraries heavily; thus, the alumnus who wants to help the students may find this an appropriate gift. Survey results reflected that some campuses have the libraries as a checkoff for the whole database while others allow each college to create its own appeal card. Some colleges add the libraries.

Friends

Friends groups are the single most popular support mechanism for libraries development. The only two CIC institutions without at least one active Friends group are Purdue and Penn State (which has a Development Board.) In an October 1992 conversation, Paul Mosher reconfirmed his opinions about the importance of Friends groups. He still believes, as he stated in his 1980 article, that an active Friends group is the best remedy for the lack of an established constituency.¹¹

The late Hugh Atkinson, a library leader of enormous influence, began the Friends group at Illinois in 1972. He saw that state support would not be adequate to meet library needs in the decades to come and in 1977 moved into a more active development program. Joan Hood, the director of development and public affairs, believes that Atkinson's vision and early entry into the libraries development field are the cornerstones of their program's success. She and Ohio State development officer Linda Bowers are the founders of the DORAL group.

Friends groups have often identified themselves as persons interested in books and sometimes particularly in rare and beautiful books. Many libraries are becoming more focused on the delivery of electronic information. Thus, while the book is clearly here to stay, innovations and new services will probably be electronic. Helping Friends to appreciate the new information technologies will be a major public relations endeavor.

Like alumni groups, Friends groups are relatively inexpensive to join, usually have a newsletter as a primary public relations piece, and often raise money through special events, such as book sales, lectures, and exhibitions. Sometimes a Friends board will function as a development council, but more frequently the Friends board will be composed of active Friends members rather than potential major donors. Running a Friends group takes a great deal of staff time.

Partnerships

Partnerships with the colleges for fundraising endeavors are most worthwhile. At large universities, the libraries will often have a branch which may be the focus for a partnership effort. Books, equipment and furnishings, and even buildings themselves can provide appropriate focuses for joint college-library efforts.

Partnerships with head coaches have also been helpful. The Paterno Libraries Endowment, which involved head football coach Joe Paterno and his wife, Sue, was a successful part of the Campaign for Penn State. Through it, alumni and university friends were invited to give to an endowment whose earnings are used to pay for library materials. The Paterno endowment continues to attract regular attention as a part of the annual giving appeal. Mrs. Paterno serves on the libraries' development board. Indiana University Libraries has benefited from an association with Bobby Knight, whose fiftieth birthday became a roast with proceeds to the libraries. The University of Chicago's library development officer admitted to an active envy for these relationships with star athletics coaches.

Libraries do have difficulties in identifying and cultivating a constituency. However, the libraries can compensate for the disadvantages of not having an established alumni base through a checkoff box on an annual appeal card, the establishment of a Friends

group, and the cultivation of partnerships with colleges. The university's administration is ultimately responsible for the fiscal well-being of the libraries and should make policies that will encourage an active development program.

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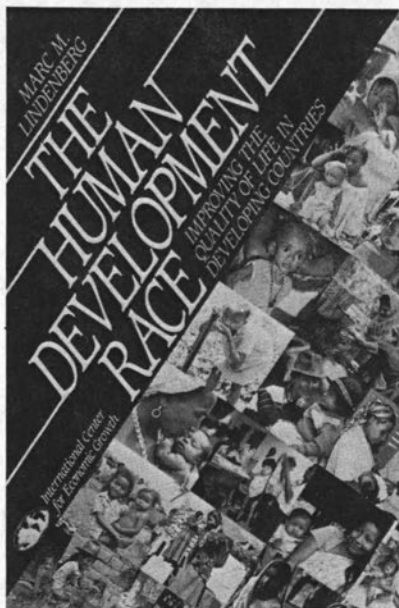
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