
Introduction

SUSAN K. MARTIN

IT IS AXIOMATIC THAT THE ONLY CONSTANT is change itself. All societal institutions, libraries certainly included, can be viewed through the lens of this constant change over the years, decades, and centuries. A previous editor of *Library Trends* has said: "The various issues of *Library Trends* are usually concerned with the past and/or the present circumstances of a given topic in an attempt to understand and to explain the developments that have taken place (Goldhor, 1997, p. 1).

This issue on library fund-raising and development, by the very nature of the topic it addresses, straddles the immediate past, our present concerns, and attempts to foresee the situations in which libraries and librarians may find themselves in the future. Development and fund-raising are complex tasks, and ones that the librarians of today are typically not educated to pursue. However, it is not merely libraries, but all eleemosynary and other nonprofit institutions, private and public, in the late twentieth and early twenty-first centuries that find themselves increasingly in need of the charitable support of individuals, foundations, corporations, and government programs in order to survive. The United States is not the only country in the world that does not provide direct support to these kinds of organizations, but it is far and away the leader. Our tax structure has therefore led to incentives to individuals and organizations to give away their dollars to the less wealthy institutions of the country—an arrangement not familiar to other countries or cultures. It seems only reasonable, and also necessary, to take full advantage of this motivation to give. As a result, libraries, universities, hospitals, and many other kinds of

Susan K. Martin, Lauringer Library, Georgetown University, 3700 O Street NW, Washington, DC 20057

LIBRARY TRENDS, Vol. 48, No. 3, Winter 2000, pp. 525-529

©2000 The Board of Trustees, University of Illinois

organizations have created positions for development professionals—a term that one might not have understood as recently as a generation ago (or, in more concrete terms, as recently as 1975).

A handful of such institutions, some truly needy, some by now extremely wealthy, began to raise monies from external supporters a century ago or longer. The very large endowments boasted by Harvard and Yale University libraries, and by independent libraries such as the Linda Hall and New York Public Libraries, have come into being because of gifts and investments made long ago and wisely. Those whose institutions come more recently to the game of fund-raising may feel as though we are poorly off by comparison. In fact, we are now laying the groundwork for our successors of one or two generations from now. We won't have caught up with Harvard, but the endowments of our libraries and parent institutions, whether public or private, will be quite respectable. In fact, those institutions unable to raise funds to complement the budgets provided by their parent organizations may have found themselves in serious difficulty.

In my own career as a library administrator, fund-raising has been my primary task for more than fifteen years, through three positions—two as director of an academic library and one in a government agency. I have watched with interest as my colleagues at other institutions have jumped into this field, some with anguish and others with pleasure. We have shared the dilemma of attracting supporters to libraries which serve all but yet belong to none, particularly in large universities with competing interests such as athletics, performing arts, sciences, and student organizations, or in large cities with operas, symphonies, and other cultural activities. The master's degrees in library and information science, which barely prepared us for administration, much less fund-raising, will need to change in the coming years to allow graduating students to be more cognizant of, and proactive in, the economically constrained world in which they are likely to find themselves.

Thus, this issue of *Library Trends* is designed to probe the philosophical and organizational bases of library development and fund-raising, to look at the distinctions between development in academic and public libraries, and to infer some trends for the immediate future. None of the authors mentions it directly, but the stereotype of the librarian as an introspective and shy person will not withstand a future in which the needs are for librarians who must be visionary and persuasive.

The articles in this issue represent primarily academic libraries. It is these libraries that are in the midst of a spate of university capital campaigns, and whose leaders are increasingly conscious of the need to assert the library's development program. The definition of the organization to support the development program; the barriers placed before libraries wishing access to university alumni; the need to press library priorities to

become university priorities—all these have taken on an urgency not well known before the past two decades.

The issue does not contain an article about special collections. Again, readers must not assume that this is because special collections librarians do not need to worry about development, but rather that the general topics apply to special collections as well as to general librarians. In many libraries, special collections are the focus of fund-raising, acting as a lure to potential donors of dollars and gifts-in-kind. As an example, Harvard's Houghton Library—the special collections library—has had a Friends' group for many decades. It is only recently that the main library there has established a Friends' group to address more broadly the needs of the entire body of resources.

A third major topic is that of capital campaigns. Almost every article in this issue refers to capital campaigns, but there is no single article devoted entirely to this specialty. Capital campaigns are generally massive and complex activities. The role of the library in such campaigns is worthy of either an entire journal issue or a book. Those who have participated in bringing together this publication hope that it will be helpful to librarians in all kinds of libraries and all locations, and also to those administratively responsible for the information functions of an institution, whether it be a university, a municipality, or an association.

Robert Wedgeworth examines fund-raising and donor relations from the broader perspective of public relations and reflects on the philosophies and overarching principles of fund-raising. Having been responsible for this activity in a large professional association (the American Library Association), a graduate school, and a large research library, he is able to shed light on the genesis and context of library development.

It was with pleasure that I found the survey that had been conducted for the California State University system by Irene M. Hoffman, Amy Smith, and Leslie DiBona. I asked them to expand their assessment of this survey and its implications for all kinds of libraries in institutions of higher education. Some of the conclusions that they have reached may be seen as foregone; however, to my knowledge, no one before has done this kind of survey to allow us to say with a better degree of certainty that this area of our profession is moving in a specific direction. Their analyses of centralized versus decentralized fund-raising operations is particularly astute. With the permission of the editor, I contributed an article based on my own experiences of the past and thoughts about the future. This article addresses major gifts, the organization of fund-raising, staffing, and the role of the library development program within the academic community.

Annual fund programs that raise unrestricted dollars are gaining in significance in academic libraries. Jennifer Paustenbaugh and Lynn Trojahn explore the keys to success for an annual fund program and

describe the political issues that can hamper the progress of a library in establishing an annual fund. Some major barriers common to libraries, such as access to the institution's alumni database, are discussed.

At Brown University, Merrily Taylor has carefully and very successfully established a friends of the libraries' group that is now thriving. With her experience, she shares with the reader the steps required to go from either no external support, or unorganized external support, to external support that is self-organizing and nationwide or even worldwide. Among the topics she addresses are those of support for special collections versus support for libraries in general and the legal organization of Friends' groups (as part of the library versus separate from the library and the university).

Edwin S. Clay, III, and Patricia C. Bangs describe a public library environment in which the library has successfully developed a public-private model for fund development. Most significant in their work is their effort to bring entrepreneurship to the library. The public library foundation—commonly used within the public library setting—is analyzed.

Finally, "just click here" could be used as the summation of Adam Corson-Finnerty's proposition that the future of library development and fund-raising will be the continuation of the information technologies that we and millions of others use every day to send messages, buy products, advertise services, and communicate information. He suggests that we are not yet using these technologies properly for fund-raising although we were among the first to use them to convey our traditional products and services. "Cybergiving" is likely to become part of our lives in the immediate future.

I hope that these authors—some of whom are librarians, others development professionals—will provide a valuable resource for readers as they become further involved in development and fund-raising at their own institutions. For those who have thus far been unable to hurdle the political constraints imposed by a central development office, I hope that these articles will provide the ammunition with which to engage in new conversations about the necessity for the library to become active in this area. And for those already successfully involved with Friends' groups, capital campaigns, and the like, we hope that you will be able to take some ideas away with you, and that you will contact us with ideas of your own.

Library fund-raising and development will grow and change along with our institutions, the economy, and other societal factors. This issue reflects an early step for a rather young specialty to come to grips with its underlying philosophies, successes, barriers, and relationships to the rest of the library and information field. Much more remains to be written about fund-raising in libraries. The units within associations such as the American Library Association that bring together librarians and development professionals who have a shared interest will undoubtedly stimulate

further examination of how people are prepared for the roles of library administrator and library development professionals.

One of the primary influences of a careful examination of library fund-raising will and should be the placement of the library as a priority within the parent institution. As we enter the twenty-first century, the age that we have called one of information, there must also be an implicit recognition of the library as a key player in this information society and one for which both internal and external support is necessary and critical.