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***Experienced Library Fundraisers Starting Anew:
Which Best Practices Should We Continue, What Must We Relearn and Recreate?***

Good morning! I'd like to thank the conference organizers Julie Seavy and Sylvia Contreras and our colleagues at the University of Pittsburgh for making the ALADN 2013 annual conference so special. I also especially wish to thank Mr. Jim "Jazz" Byers, the IT facilitator at this conference. Most IT technicians flee as soon as they see me walking to them minutes before my presentation. Jim not only didn't flee, he welcomed the chance to fix my problem – a doozy. Jim's nickname originates from his friends' nod to a song, "Jimmy Jazz," by the great rock 'n' roll band, aka "The Only Band That Matters," admired by both Jim and myself – of course, The Clash. Thanks, Jazz!

It's daunting to follow so many excellent presentations by so many excellent speakers. After three days and three evenings of library fundraising and development stories – those stories have described successes, failures, and challenges – I'm not really convinced I can add anything new to what we have already heard since Sunday. The angle I've selected, the prism with which I look through with you today, is a lens that describes the adventure shared by those of us who have enjoyed various levels of fundraising success working in libraries but who are new or still somewhat newish in our current fundraising assignment at a new institution.

As experienced library fundraisers move to new positions at new institutions, the natural inclination is to recycle all previous methodologies. This is the model of "if it ain't broke, don't fix it." However, successful fundraisers are successful not because they are *experienced* but because they are *successful*. Successful fundraisers consider each successive fundraising assignment as an opportunity to start anew, with all benefits and advantages. By providing an overview of what has worked and not worked as I have initiated and sustained fundraising projects at five university libraries, raising over \$3 million to date, I wish to describe to you a number of case studies associated with new assignments at new places. If you're new to library fundraising or if you're a seasoned fundraiser, I hope and believe you will find some value in my presentation. If you have questions or comments, feel free to save and ask those at the end or simply jump in along the way whenever you may care to share.

Best Practices, Continued

My wife and I once had a rule of "one book in, one book out," whereby if either of us brought into our terribly crowded home X number of books, then X number of other books had to go – gifted to friends, donated to charities, etc. In the second half of the 1990s, I delivered a number of presentations on library fundraising in Germany, which provided me an opportunity not only to define a personal list of Top 10 best practices I aspired to exercise, but also to think, over time, about editing the list, i.e. adding one better best practice (so to speak) and removing another best practice. However, I have never changed

the list. The following “successful library fundraiser’s Top 10 best practices” continue to work for me, although I am not claiming to succeed whenever I apply every idea:

why
support
energy
synergy
bounce
adapt
detail
vision
report
expand

A successful library fundraiser’s Top 10 best practices

Each best practice described, briefly:

why

Answer positively: “Why are we doing things in these ways? Why does what we do matter?”

The answer, locally: *We raise money because we wish to help Loyola students – and the entire Loyola community – succeed. Whenever donors choose to give to the library, those increased opportunities contribute to students and other patrons realizing their dreams more successfully.*

support

Fundraisers, individually and collectively, succeed more effectively over the long term when we garner institutional support. We garner greater support when we are perceived to be team players and to not grub for every last dollar. While we may not “win” every ask, event, issue, contest, or argument, over time we achieve goals and sustain success more easily.

energy

Energy (along with *time*) is a finite resource. I’m not suggesting here that any library fundraiser must work 80 hours per week or shirk other job duties, but my sense is that energetic fundraisers find ways to provide a quality known in New Orleans as *lagniappe*: something extra, something unanticipated, something delightful.

synergy

Do one thing and repurpose segments of it later whenever it is useful.

bounce

The original Wham-O Super Ball had the wonderful ability to bounce back remarkably responsively after each bounce. Library fundraisers typically suffer through any number of doubts, uncertainties, and frustrations. Our ability to bounce back, smile more sincerely than ever, and provide a better message than before is imperative if we wish to succeed over the long term.

adapt

Ditch or minimize what doesn't work; expand what works; tinker and assess and adjust.

detail

Be good with here-and-now details ...

vision

... and be good with long, strategic vision.

report

Publicize; promote; be accountable.

expand

Successful fundraisers identify and maximize their own and their teams' professional strengths. Fundraisers do well to self-improve professionally – again and again. And of course, participating at this conference is an excellent example.

Relearning, Creating

The single takeaway I'd like to convey to you is that I believe library fundraising success has far less to do with the names of the universities at which one works – in my case those have included two of the world's most highly regarded university libraries, those at Harvard and UCLA – than with a fundraiser having effective ideas and persuading individuals and groups associated with the university to support those ideas. With that support, you can then go “all in” on becoming a successful fundraising and grant writer. In other words, it's not as important where you work, as it is the people you have the opportunity – in the best case, the *privilege* – to work with. My fundraising success has largely been based on pitching frankly nutty ideas to key individuals and then having those individuals say, time and again: “That's a crazy idea. Go for it!”

For example, I ran the 100th Boston Marathon in 1996 as a lottery entrant. I had no business running over 26 miles. While training during increasingly longer runs in the wintry mornings, I thought to myself (in New Englandese): “This is wicked hard [*wickit hahd*]! How can I at least tie something else in to increase my motivation and derive greater benefits?” So, with Harvard's institutional support, starting (but not ending) with President Neil L. Rudenstine and the Roy E. Larsen Librarian of Harvard College, Richard De Gennaro, I was authorized to create a “Friends of the Harvard Germanic Collections” group and invite inaugural members to become a Friend by contributing a minimum of \$100 plus a dollar for each minute I finished under four hours. I finished in 3 hours and 28 minutes; a typical minimum gift was \$132. We went on to raise over \$300K in the first five years. The story of supporting Harvard's Widener Library went viral – analog viral, at least. The story appeared in *American Libraries*, *Library Journal*, and *ACRL News*. The story resonated not primarily because of Harvard's name but because it was compelling

to broad, general audiences. The details of library fundraising, as you all know, usually end up being more prose than poetry, but when all goes well, as it did in this case, there are few more satisfying moments for a fundraiser. In those moments, it's all poetry.

Successful Library Fundraising

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Dream > Execute > Expand

Running the 100th Boston Marathon personified what became my template for successful library fundraising: “Dream > Execute > Expand.” I’d now like to offer and analyze several case studies, across three temporal perspectives (listed below), as we discuss how experienced fundraisers can start anew and build on previous success:

- first, a Day One perspective – expectations of a new fundraiser at a new place
- second, moving backward in time, a scan of seemingly relevant prior experience that may or may not become pertinent in a new assignment
- third, what I call *Now What?*, the time – involving usually prose and occasionally, when it all fits, poetry – after Day One when a fundraiser settles in and attempts to make a positive difference

Day One

Of course, a fundraiser begins a new position knowing the duties and expectations before even applying for that job. I was comfortably in place as an Associate University Librarian at the University of North Carolina at Charlotte when I received a phone call in October 2011, asking whether I would be interested in speaking with a search firm about the Dean of Libraries position at Loyola University New Orleans. By the way, there are four Loyolas among the 28 Association of Jesuit Colleges and Universities: in Baltimore, Chicago, Los Angeles, and my home institution in New Orleans. That’s BTW #1, BTW. BTW #2: Loyola’s Dean of Libraries had been a position long and adroitly held by Mary Lee Sweat, whom some of you may have known. Loyola and Mary Lee hosted the ALADN conference in 2005.

Two things were immediately apparent when I began to speak with the search firm and then with the library search committee about the dean’s assignment:

- at 6,300 words and 12 single-spaced pages, the job description was the longest by some degree that I had ever read
- the university made abundantly clear that fundraising was expected and necessary

In one passage of the job description for Loyola’s Dean of Libraries:

In order to maintain and supplement growing needs, the new Dean of Libraries is expected to initiate, direct and coordinate development, outreach, and promotional activities. These efforts should result in increased funding, support, and recognition for the Monroe Library. Fundraising mainly supports changing space needs, technology and collection development.

It is imperative that the Dean and Library's Development Officer develop strategies for building relationships and soliciting support for the library, both inside and outside the University. The Development Officer serves as liaison to the Division of Institutional Advancement and the Office of Grants and Research. The Development Officer works with the Dean, Institutional Advancement, and Library faculty and staff through the annual fund and major gifts. Both the Dean and the Development Officer also meet regularly with Library Visiting Committee to support fundraising initiatives and to provide feedback on library programs and services.

In another passage:

The Dean is expected to be an effective fundraiser, including the cultivation and solicitation of donors, in conjunction with the Library's Development Officer. Priorities for fundraising in the Library include upgrading technology and teaching spaces, Special Collection digitization programs, and expanding the Learning Commons. While the Library has several smaller collection endowments, more attention could be paid to fundraising for endowing print and electronic collections. The Dean will take the lead in identifying further priorities for the Library and in seeking the resources to support them, both through personal involvement in fund raising and by engaging others. It is expected that advancement work will be a high priority.

After a series of events – the search firm contacting me, our speaking about the dean's position, my applying and then interviewing on campus, and finally accepting Loyola's job offer – I began as Dean of Libraries and Professor at Loyola on August 1, 2012. That start date was advantageous insofar as it coincided with the first day of the university's fiscal year; coincided with the passing of Year 100 to Year 101, as the university was celebrating its Centennial; and coincided with the university launching its five-year, \$100M capital campaign, called *Faith in the Future*.

Today, nine months and three weeks into my new assignment, I've learned that I have one primary responsibility, voiced by a simple command: "Don't mess it up." I joke, of course – but there is also truth: my team of 100 faculty, staff, and student employees is outstanding. They know what they're doing. "Don't mess it up" doesn't mean "Do nothing," however, and in fact another primary responsibility is to support my team whenever possible. Since the opening of its new building in 1999, the J. Edgar and Louise S. Monroe Library has won several national awards, while ranking perennially among the top university libraries in student satisfaction. In Loyola's most recently completed survey, our students are most greatly satisfied with library resources and services. In separate instances in the most recently concluded semester, a sophomore and a noted professor both recently expressed what I enjoy hearing and conveying to my colleagues: "You guys are doing a great job!" Since my Day One, I wish the library to continue to demonstrate and promote its value, thereby positioning itself anew as a center of intellectual, social, and spiritual life. To do that right, we require unprecedented levels of external funding.

Past to Present

Naturally Loyola knew of my previous library fundraising experience when hiring me, and naturally I wondered if I could transfer my previously successful models. I had raised over \$3 million for operations under my purview, as mentioned, and had supervised the physical transformation of libraries when associated with major philanthropy. Previous results had broken down into four categories: *collections, services, spaces, and people*. Highlights included:

Collections:

- Doubled annual materials budget, to \$1.6M, in ten years, and stewarded \$10M endowment. (Harvard)
- Initiated, and authored, proposal to persuade donor to give \$1M. (Clark University)
- Initiated contact with, and persuaded, an individual to give the most significant collection of East German (1949-1989) political posters in known existence. (Harvard)
- Initiated contact with, and persuaded, an individual in Los Angeles to give \$45,000. (UCLA)

Services:

- Co-authored a \$1.9M National Endowment for the Humanities grant proposal. My sub-proposal, the largest in scope of five, received \$800,000 to microfilm 19th-century German local histories, one of the world's great collections. (Harvard)
- I authored a \$40,000 Federal Library Services and Technology grant to digitize the manuscripts of Robert H. Goddard, a member of the Time Magazine 100 of the 20th century. (Clark University)

Spaces:

- Supervised physical redesign of 2M-volume Germanic collections during \$92M renovation of the main library. (Harvard)
- Supervised physical redesign of entire library collections during \$15M transformation of a traditional research library to a state-of-the-art Academic Commons. (Clark University)

People:

- As just described, I launched a “Friends of the Germanic Collections” group and raised \$300,000 in the first five years by running the 100th Boston Marathon. (Harvard)
- Library-sponsored and -hosted events resulting in significant one-time gifts and endowments after initiating and sustaining contact with four Nobel Prize for Literature laureates (Heinrich Böll, Günter Grass, Seamus Heaney, Elfriede Jelinek), major writers writing in German (Elke Heidenreich, Robert Menasse, Martin Walser), historian Daniel Goldhagen, writer Siri Hustvedt, cultural critic Sven Birkerts, and film director Renny Harlin. (Harvard, UCLA)
- Received significant one-time gifts after speaking to alumni clubs in Berlin, Brussels, Frankfurt, Hamburg, Hong Kong, and Taipei; and after speaking on behalf of the U.S. Department of State to audiences in Berlin, Frankfurt, and Leipzig. (Harvard)

With commensurate support, I believed that my prior fundraising and grant successes would translate to results at Loyola. The tricky word in that last sentence is “commensurate,” insofar as the word is subjective and open to interpretation. My sense was that any question of what “commensurate” means would resolve itself once I had developed a reasonable plan with key colleagues, and once I had established trust and initial results.

Now What? Making a Positive Difference

I perceived a number of challenges moving forward from Day One. The challenges – or rather, in certain contexts: *problems*, *disadvantages*, and perhaps even *crises* – included:

- the university budget trending in an unwelcome direction
- the library having no development officer

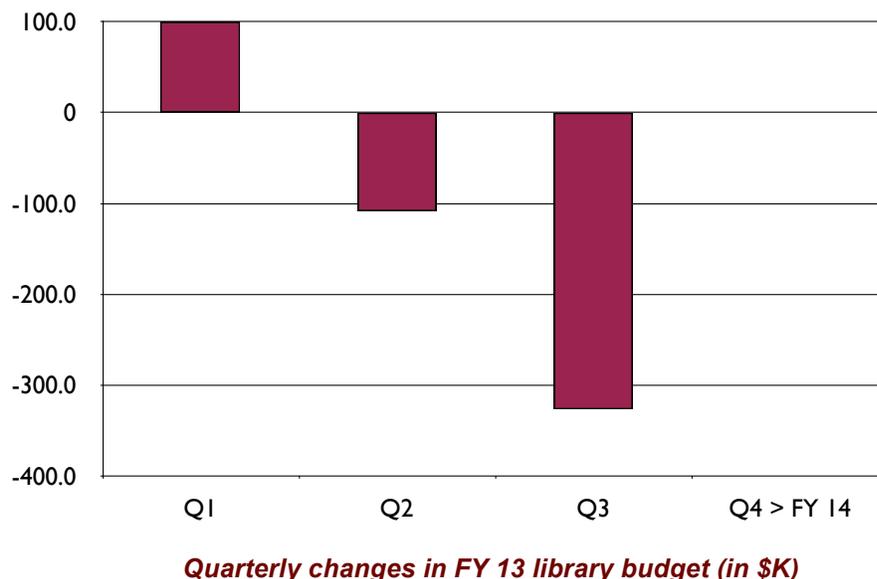
- the library having no strategic plan vis-à-vis fundraising and grants

On the other hand, opportunities included:

- the university budget trending in an unwelcome direction (I will explain)
- university capital campaign in place
- centennial celebration in place
- creating targeted, enduring messages
- picking low hanging fruit

The university budget has indeed “gone south” from the time I began to now. My supervisor is the provost and vice president of academic affairs, who is also the university’s chief academic officer. He started just one month before I did last August. I believe neither of us could have reasonably expected where the university budget is today versus when we began. Due to declining student enrollment, especially among first-year students, and due to Loyola continuing to need to subsidize student enrollment at higher than anticipated levels, Loyola has had to address increasingly significant budgetary shortfalls. A FY 13 quarterly breakdown, detailed below, speaks for itself, except for one note: each quarter’s figure represents an independent increase or decrease in the budget – it is not cumulative.

In Q1, the library actually received an infusion of \$100,000 to its operating budget. In Q2, however, the library returned that sum and then some – from its operating budget – to help the university balance its books. In Q3, the library identified a projected cut to its FY14 budget of total dollars equaling *three times of the Q2 sum*. Those dollars are in fact as good as gone. Today, still somewhat early in Q4, as students continue to choose to enroll (or not enroll) at Loyola, the university projects this coming fall semester’s first-year class size to be 1/3 less than last fall’s class, and 1/3 less than what the university had originally projected for this coming fall semester’s first-year size. This fall’s likely 2/3 first-year class size (versus last fall’s) will compel the library to work more imaginatively than ever. Loyola is rapidly becoming a fundamentally different Loyola than when I began. The university will likely need to enact a series of decisive, substantial measures to balance its books next year and perhaps even in subsequent years. I have left the far right column, the dollar change in Q4 and moving into FY 14, blank, not yet knowing the exact figure, but it almost surely will total another significant reduction in the library’s budget.



When I arrived to Loyola, with so many fundraising expectations of the new dean, the state of the university budget was not a problem. There was, however, a problem of the library not having a development officer. The other five colleges had dedicated officers – salaries paid by university development, tasked by development colleagues, and housed in the development building. Due to budgetary circumstances just described, however, I had no choice but to fund my fundraising assistant with library salary. There were advantages to funding the position in this way, however: I could tailor the job description in ways with which I was most comfortable; the individual, once hired, would reside immediately adjacent to my office, facilitating communication; and I would directly task and supervisor the hire. The job description read:

Working in consultation and in close coordination with the Dean of Libraries, the Development and Outreach Assistant will sustain effective fundraising programs for the Monroe Library. The Assistant will identify, solicit, cultivate, and steward philanthropic gifts and commitments. He or she will create compelling messages via print and web publications, including social media, in support of the Library's outreach and marketing initiatives. Assignments frequently require creating, editing, summarizing, and presenting information, using The Raiser's Edge fundraising software. The Assistant will communicate and work effectively with Library colleagues; other Colleges and administrative groups on campus; the Loyola community (alumni, faculty, students, parents, friends); donors; and granting agencies. This position requires maximum discretion due to its highly confidential nature.

I'm pleased to report that the library's newly hired Development and Outreach Assistant, Katherine L. (Katie) Truxillo, comes to Loyola with outstanding credentials from the New Orleans Museum of Art, and is now in her second week at the library. Katie will be magnificent.



The J. Edgar and Louise S.
Monroe Library
At Loyola's Centennial:
101 Ideas and Questions

A booklet written before, and distributed to the library team shortly after, my arrival

I had the luxury of three unemployed months to transition from my last job to my current one. Those 90 days allowed me the time to compile a list of 101 ideas and questions for the consideration of library faculty and staff – 101, to coincide with Loyola's Centennial celebration during the 2012-2013 academic year as the university thereafter moved into its 101st year. It was timely and fitting to ask my

new team and myself how the library would evolve in the first years of the university's second century. Since last August, when I distributed the list, speaking among ourselves and using that list as a common language, my team and I wish to redefine in the coming months a library strategic plan that best supports all members of the Loyola community.

From my list, #76 was not an idea but a question: *Do we have a strategic plan for fundraising and grants?* In fact we did not have one when I arrived. To establish one, I wanted to offer a vision of my office working effectively together with all library faculty and staff, as well as with the university's development team and its office of grants and sponsored research. This collaboration would become the basis of the library's strategic plan. Meeting regularly with my team and the university's development colleagues, I introduced three goals I wished to realize by the end of my first year:

- Establish regular and appropriate lines of communication
- Identify new, multifaceted bases of giving, including refreshed communication with significant current and former donors
- By year's end, already secure significant gift income

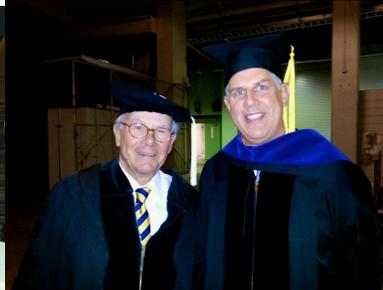
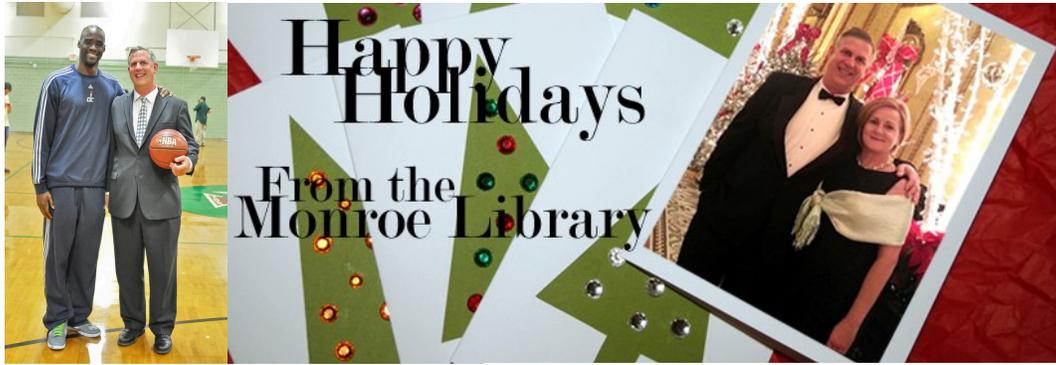
To date, we are getting there. By the end of my first year, we will be there. Then, we'll be situated to make a profoundly positive difference – not to guarantee that we will make one, but that we'll be so situated.

I've raised money for libraries at several types of universities: flagship, large, public, state; private, Ivy League; small- to medium-sized, liberal arts, both parochial and not. At each library I've worked, successful fundraising has been part science and part art, whose execution and level of results ultimately rested – at Loyola, rests – on the ability to provide persuasive messages and calibrate personal relations within a strategic plan. That's not to say that being persuasive, being a people person, and thinking strategically means automatically that a fundraiser can always exceed expectations; but without those abilities, a fundraiser will usually be less successful.

Today, forty pounds heavier than in 2007 when I ran my 7th and most recent Boston Marathon, I am no longer inclined to run marathons to raise money for causes, even for the current one I serve as dean. However, there are so many other fundraising opportunities that I am willing to explore. My friends in university development know they can send me wherever they believe I can be useful. I'll see anyone, anywhere, anytime to chat about Loyola students and their library. The last 9 1/2 months have been exhilarating, as the photos on the next page may suggest. I've had the privilege of speaking to alumni in Atlanta and then attending with them a concert in the Symphony Hall by Wynton Marsalis and his Jazz at Lincoln Center band. I've met famous people and continue to strive to meet as many other people – all also famous, in one way or another – who are already interested or who may become potentially interested in Loyola as I possibly can. Now in my fifth position in my fourth decade as a librarian, the new fundraising aspect in my current appointment – the consciously created aspect – is that I *Represent* ... with a capital R, whereas I *represented* elsewhere. Ultimately, like it or not, the library's buck – including any buck associated with fundraising and grants – passes the dean's desk. I'm the face and the voice and the scribe and the green light of library fundraising. And I very much love this part of my job.

I'll conclude by saying where the library is to date, at the 3/4 mark of my first year and nearing the end of the first year of a five-year university capital campaign. The goal of the capital campaign is to receive \$100M by the end of July 2017. Approximately \$36M has been raised to date, with the public phase of the campaign likely to launch next spring. The library's sub-goal is to raise 2.5%, or \$2.5M, or \$500K per year. After my first nine months on the job, the library has generated increases of 131% in gift income and 223% in unrestricted gift income, compared to last year's benchmarks. Attaining our campaign goals – the university's and the library's – will be challenging, but we can do it. I think we will do it.

I invite you to contact me anytime to discuss library fundraising, and I sincerely wish you good luck and all success in your continuing endeavors.



100 YEARS
LOYOLA UNIVERSITY NEW ORLEANS

a library's success
DEPENDS ON FACULTY, STAFF, AND GENEROUS SUPPORT
Loyola's J.Edgar and Louise S. Monroe Library

Representing (with a capital R)

Clockwise from top right: holiday greeting with my wife Karen; accompanying photo in two-page article on library in current Loyola alumni magazine; colleague Mary Hines and I (both far right) welcoming three Golden Wolves, Class of '63 Loyola alumnae celebrating their 50th reunion; with Loyola Class of 2013 honorary degree recipient and commencement speaker Tom Brokaw; with student mentee Samuel Ravelo, both members of Loyola's inaugural First in the Pack program, which supports first-year, first-generation students' transition from high school through each year at Loyola and graduation; with Loyola student callers during a phonathon that raised nearly \$1,000 for the library; with Washington Wizards and former UConn star student-athlete Emeka Okafor, both celebrating the academic collaboration of Elevate New Orleans' 7th-12th graders meeting in the library to work on homework and build skills for college preparedness