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Fund Raising for University Libraries

Fund raising appears to have been a relatively neglected aspect of university librarianship. As budget pressures increase, however, more and more librarians will become involved in it. Those new to the field will need basic information which they can obtain from colleagues and professional fund raisers on their own campuses. Library fund raising must be a cooperative effort involving library staff, development office personnel, faculty, president, trustees, and off-campus volunteers, and friends of the university. There are various sources of funds and kinds of approaches to donors which may be tried. Success is not assured, but the potential is great.

THIS PAPER grows out of several convictions about the subject. First, that fund raising has been a relatively neglected aspect of university librarianship. Very little has been written about it, and most librarians have, for various reasons, considered it none of their business. Second, that this situation is gradually changing, primarily because of financial pressures on university libraries. Some librarians have already become more involved in seeking outside funds, and many others will be doing this in the future. Third, that there are potentialities for library fund raising which will amply repay those librarians who are willing to devote their time and effort to it. Fourth, that librarians who want to become involved need certain basic information about sources of funds and approaches to prospective donors which they can readily obtain from colleagues and from development office

staff members who have been working in the field.

These notions, held for some time in tentative form, have been strengthened during the past year in which the writer, under a grant from the Council on Library Resources, attempted to learn about the subject by reading and by talking with librarians, development officers, and people in foundations and government. The conclusions presented here are not the results of a systematic research study. Rather, they are the pieced-together impressions and the distilled experience of many people who have pondered, written, and practiced in the field of academic library fund raising.

First, a word about the financial problems of university librarians. There is abundant evidence that, like the universities they serve, academic libraries are under severe and growing financial pressures. This applies to all kinds of institutions: public and private, strong, and weak, old and emerging. Costs of operation are rising steadily. According to statistics published by the Association

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of Research Libraries, thirty-two university libraries spent over \$3,000,000 each in 1969-70, and twenty-three others spent between \$2,000,000 and \$3,000,000. The reasons for this are familiar—the demand for more materials and services by users, the rising costs of books and staff, the increase in the number of books published, the opening of new fields of scholarly interest, the need for specialists on library staffs, the pressure to automate, etc. Expensive as libraries are now, they are expected to cost even more in the future. Harvard, which spent \$7.6 million in 1968-69, predicts that the library budget in 1976 will be at least \$14.6 million. Yale estimates that its library operating budget of \$4.5 million in 1968 would have to double every five years if all the requested books and services were to be made available.

Faced with increases of this kind in many areas of their operations, universities across the country are finding that growth in income is simply not keeping pace with rising costs. The inevitable result is retrenchment, and libraries are beginning to feel the effects. In many institutions the rate of annual budget increase has dropped from 15 or 20 percent, common several years ago, to 3 or 4 percent, which is even too little to offset price increases. Some libraries are facing actual budget cuts in personnel or books, or even in both categories. The prospect is that the financial situation will worsen before it improves.

What is the university librarian to do under these circumstances? He should certainly not be expected to apologize for the fact that libraries cost money; he is no more responsible for this than the graduate dean is responsible for increases in the research budget. He should continue to look for ways to reduce costs through such means as relying on other collections for highly specialized materials, using cataloging information developed by the Library of

Congress under the National Program for Acquisitions and Cataloging, and experimenting with other cooperative ventures. He should hope that his institution will scrutinize its academic program to bring it in line with anticipated resources. Also, he should consider the possibility of raising some money from outside sources for library support.

Although most university libraries receive the bulk of their support from appropriated funds, gifts from outside sources have long been an important item of income, particularly in private institutions. In a survey made in 1956-57 Powell found that twenty-two university libraries received \$1,175,631 in cash gifts that year and \$906,842 in endowment income from earlier gifts.¹ This constituted 18.5 percent of the total expenditures of the private university libraries in the sample and 2.5 percent of the expenditures of the state-supported libraries. In the absence of any newer studies it is impossible to say how the picture has changed in the years since 1956. Since Powell's sample of ten private universities included seven ivy-league institutions, the 18.5 percent is undoubtedly too high to accept as a national average for private university libraries.

✓ It is probably fair to say that the typical university librarian's attitude toward fund raising is that this is a responsibility which belongs primarily to others—the development office, the president and the board of trustees. The librarian has been willing and, in many cases, eager to work at the job of acquiring gifts of books, and he has devoted his time to friends of the library organizations in the hope of obtaining both collections and annual income from dues. But in seeking cash gifts he has hesitated to take the initiative, preferring to leave this job to others. When the development office suggests the names of prospective donors, the librarian responds by proposing appropri-

ate projects. He may know a few donors who are keenly interested in the library and whose devotion is such that he feels free to approach them when special needs arise. But toward other prospects his role has been a passive one, influenced perhaps by the view that a librarian who devotes his time aggressively to raising money is straying outside his field. In some universities the development office has apparently encouraged this view, hoping to keep all fund-raising activities under tight central control.

This is not to say that some university librarians have not been active and successful in raising money. In at least one institution (Harvard) it has long been understood that an important part of the librarian's responsibility is building financial support, even to the extent of raising several million dollars for a major plant addition. In a few of the other private universities, librarians have devoted considerable time to donor cultivation and fund raising. Some of the younger directors who have recently taken over major private ARL libraries are alert to the possibilities and eager to exploit them.²

The librarian who is willing to assume the role of entrepreneur in seeking funds has several factors in his favor. His willingness to help meet the university's financial problems will be appreciated by the administration. He will have plenty of company within most private universities where deans are being increasingly pressured to raise money for their own operations. He will be entering a field where success is by no means assured, but where the potential is demonstrably great; there are many individuals, foundations, and other sources of funds capable of responding to imaginative proposals carefully tailored to their individual requirements. Library needs are so diverse that they can be packaged in numerous ways. The task of matching donors and needs is one which can challenge the talents

of the most imaginative and creative librarian. It is the librarian who is often in the best position to speak convincingly of library needs and of the opportunities they offer to discriminating donors.

Some librarians may hesitate to become fund raisers on the ground that they are not suited for the job by personality or temperament. If they had been cut out to be salesmen, they may argue, they would not have chosen librarianship as a career. But while fund raising does involve selling, persuading prospective donors to give money for libraries does not necessarily require a brash, hucksterish approach. More important are qualities which many academic librarians have an abundance—sensitivity, patience, imagination, tact, integrity, and enthusiasm for one's product. Willingness to take something of an entrepreneurial view of the librarian's job is also essential, but this too is not uncommon in the profession.

The librarian entering the fund-raising field must realize that he will not be doing the job alone. In any university there will be many other people working with him—development office staff, other staff members in the library, volunteers, friends (organized or not), and, of course, the president and members of the board of trustees. The success of the institution's fund-raising efforts will depend not only upon the ability of the various people involved but also on their willingness to work together, on their understanding of each other's roles, and on the degree to which their efforts can be coordinated in pursuit of a common goal.

As the group primarily responsible for institutional fund raising, the development office normally consists of several professionals each responsible for a particular area (e.g., foundations, alumni, corporations, bequests, etc.). In addition to these assignments by source of funds, some staff members may have

responsibility for working with major divisions of the university such as the library. Development officers in many institutions apparently want the heads of various academic divisions to play an active part in fund raising. They see their own role, in fact, as one of assisting and coordinating rather than doing the whole job themselves. They are prepared to screen donors and assess their potential, help recruit and train volunteers, secure clearance on prospects, and assist in drafting proposals. But they look to deans and other administrative officers and faculty to take the initiative in suggesting proposals, in identifying prospects, and in making presentations.

Relationships between the library (and other academic divisions) and the development office are apparently in need of improvement in many universities. The librarian should make an effort to understand how the development office works, to know the staff, and to see that they are fully informed about library needs. He will get help from the development staff if he demonstrates a willingness to devote his time to fund raising, if he abides by the institution's policies governing approaches to prospective donors, and if he has a clear understanding of the division of labor between the library and the development office in making appeals for funds.

With growing pressures on university budgets, development office personnel will undoubtedly be concentrating more and more on seeking unrestricted funds. If so, they will have less time to raise money for particular divisions of the university. This should mean that any of them who have been reluctant in the past to involve others in the fund-raising process will now welcome those deans and librarians who are willing to try to raise money for their own areas.

In addition to depending on the development office, the librarian will do well to draw upon personnel within his

own staff. In large libraries a number of staff members may have the aptitude for and an interest in fund raising. The head of rare books or special collections is often a person who is sensitive both to needs and to fund-raising possibilities. The acquisitions librarian is in a good position to participate in developing proposals based on needs for collection development. Other staff members with a flair for public relations or with extensive contacts in the community may be able to help. A staff committee on fund raising is a way in which the talents of all interested staff members can be brought to bear on the problem.

A library wanting to make a major effort to raise money should consider having its own development officer. A well-qualified person could pay his way many times over. He could be either a professional in the field or a librarian. A professional would have to depend on the library staff for developing proposals, but he would keep in touch with both sources of funds and prospective donors and he would have a part in presentations. Short of creating a full-time position, a library might employ a half-time person who could work in the area of development. Such a person could investigate promising sources of funds and help prepare proposals. Either a full-time or a half-time person would profit by having the help of a capable assistant who could do the detailed work involved in maintaining prospect files and in assembling information needed for presentations. In fact, this type of help seems essential under any staffing arrangement where a librarian is trying to raise money. A person with public relations or volunteer fund-raising experience would be well qualified for assisting in a library fund-raising program.

In addition to the development office and the librarian and his staff, other people within the university should be concerned with raising money for library purposes. The president is nor-

mally the university's chief fund raiser, and his support of the library's efforts is essential. Few presidents have the enthusiasm for library support displayed by Franklin Murphy (Kansas and UCLA), Herman Wells (Indiana), or Harry Ransom (Texas), but many of them have a firm commitment to library development on which the librarian can count in his efforts to seek donors and make presentations. Members of the board of trustees who have a special interest in the library can also be helpful. All board members are normally called upon by the development office to pave the way for presentations by calling foundation or corporation executives or individuals whom they know personally. Finally, the faculty can be most helpful both in drafting proposals and in identifying prospects. Some faculty members will have a flair for thinking of gift opportunities, identifying prospective donors, and making a case for library support.

Volunteers from the community are an essential part of any fund-raising program, and the librarian should see to it that they are enlisted and put to work. Their usefulness lies not only in their ability to make gifts themselves but also in their knowledge of prospects and their willingness to speak up for the library's needs and to ask others to help meet them. Volunteers may be used in various ways. An informal advisory or consulting relationship may be set up with one or more alumni or friends who have a special interest in the library, a flair for money raising, and the time provided by full or semiretirement to devote to a library fund-raising program. Such an arrangement can be highly beneficial in educating librarians about the realities of raising money and the ways of adapting techniques of salesmanship to the academic world.

Organizing volunteers into committees or friends groups is an approach which the librarian fund raiser should

consider carefully. The visiting committee is a device long used at Harvard which is now being tried at other universities (Carnegie-Mellon, California Institute of Technology, Duke, etc.). Harvard has a visiting committee for each department including the university library. They range in size from five to thirty or more members, many of whom are neither alumni nor connected with the university in any other way. They tend to be people with money, influence, and/or prominence in a particular field. The visiting committee is viewed as a way of informing a group of people about the work of a department, of getting their ideas and criticisms, and of enlisting their help in increasing the department's effectiveness.³

Harvard's Visiting Committee on the University Library consists of thirty-two members, including business executives and bankers, book collectors, a publisher, an author, a foundation executive, several attorneys, and the distinguished librarian of another ivy-league university. Most of them were appointed, presumably, on recommendation of the librarian. The committee normally meets once a year on a weekend in the spring. Wives are invited, and social activity is pleasantly combined with business. The staff informs the committee about progress, problems, and financial needs. The committee is expected to submit an informal report annually and a formal written report every three years. The chairman of the committee is a member of the Board of Overseers, and reports are made to the Board. A visiting committee consisting primarily of librarians can be useful to the library staff but it is not likely to carry much weight with the university administration or to win support from outside sources. Some development officers feel that visiting committees should be used not primarily for fund raising but more as a way of involving influential people in university activities. The latter, of course, is an

important aspect of long-range donor cultivation.

More common than visiting committees by far is the Friends of the Library organization. Many university libraries have them, and some of them are quite successful with membership reaching 500 or 600. The annual dues income is a useful source of funds with which to supplement the book budget. Income may amount to as much as \$25,000 a year in a few libraries, but more commonly it will not exceed \$5,000. Less tangible but possibly more important in the long run is the opportunity provided by the organization to acquaint bookish and/or wealthy friends with the library's role and needs. A successful friends group requires a considerable investment of time on the part of the library staff. There should be some individual, either on the library staff or among the friends, who has the enthusiasm, the time, and the skill to keep the organization alive and aware of its objectives. Even with an abundance of staff care and volunteer talent there is a danger that the organization will become merely another outlet for the interest of dilettante alumni. One experienced librarian says that the first ten to twelve years are always difficult for friends groups. The decision to start a new organization should be made with full recognition of the attendant problems.

The sources from which libraries may obtain funds include foundations, private individuals (alumni and friends), corporations and business firms, and government agencies. Foundations have traditionally given money for library purposes, and they are still a potential source well worth attention.⁴ It is estimated that there are 24,000 foundations in the United States. This number includes a relatively small group of large, professionally managed foundations such as Ford, Rockefeller, Mellon, and a much larger group of family founda-

tions. Some of the major foundations (e.g., Kresge) have made recent gifts to libraries, but most of them have turned their attention in other directions. The family foundations now appear to constitute a more promising source of funds. The Tax Reform Act of 1969 requires that by 1975 all foundations must pay out annually an amount equal to 6 percent of the market value of their assets. Since fewer than half of the foundations have been meeting this standard, foundation giving should increase over the next few years. The act also requires that foundations prepare annual reports and make them available to the public. This should greatly simplify the job of obtaining current information about small foundations.

In approaching foundations the librarian should prepare a list of prospects, identify the people who make the decisions about grants, and decide on the best approach to them. In assembling information about foundations it is often worthwhile to consult tax returns. Copies of the 990-A forms filled out by foundations are on file in the Foundation Center in New York and in its regional depositories across the country. Many small foundations seem to make their grants in November and December at the end of the tax year, often on the basis of requests on hand at the time.

Manning Pattillo, president of the Foundation Center, believes that American foundations are going through a period of change.⁵ He forecasts a slowdown in the number of new foundations created, an increase in the number of foundations administered by professional staff, sharpening of foundation purposes with more emphasis on problem-solving and less on general support of organizations, keener competition among applicants for foundation support, more attention to environmental problems, more supervision of grantees, and more evaluation of the results of

grants. These changes appear to have no special implications for libraries, but they suggest that obtaining grants may be somewhat more difficult than it has been in the past.

Private individuals who give to university libraries are often alumni of the institution, but they may be businessmen or wealthy residents of the community who are inspired by an imaginative proposal to create a memorial or simply to make possible some socially useful project involving books or library facilities. There are many prospective donors to whom libraries can have a strong appeal. The problem is to identify them and to cultivate their interest. Suggestions of names may be sought from development office staff, from members of friends groups, from library staff members, from faculty, from alumni office personnel, etc. Lists of members of local cultural organizations (the historical society, symphony, and the art museum) may offer suggestions. With a prospect list in hand the librarian must search for additional information about each person. Directories, local history books, and the development office files are possible sources, but these must frequently be supplemented by personal inquiries directed to friends and volunteer fund raisers who are widely acquainted in the community.

Corporate giving is channeled primarily through corporate foundations. There are now about 2,000 such foundations in the United States, and nearly three-fourths of all corporate contributions flowed through them in 1969. Many of these foundations will be preempted by the university development office for solicitation of unrestricted gifts. Some business firms with subject interests may be prospects for library gift proposals in the areas with which they are concerned (e.g., a printing firm may respond to a request to help develop a collection in the history of printing). The program recently set up by

the Sears, Roebuck Foundation to assist private colleges and universities in strengthening their book collections is an example of enlightened corporate philanthropy which will benefit many institutions.

During the 1960s the federal government made an encouraging beginning in the support of academic libraries through grants for both materials and facilities. Funds appropriated fell far short of the amounts needed, but many institutions were helped. These funds have recently been reduced and there is no reason to believe that increased appropriations will be provided in the next few years. The whole federal approach to aiding higher education, moreover, is being reconsidered, and there is a possibility that future funding may take the form of block grants to institutions rather than grants for specific purposes such as libraries. This would mean that libraries would have to compete with other parts of the university for available funds.

While federal aid to libraries generally is being cut back, assistance to needy and disadvantaged libraries may be increased in the immediate future. The Association of College and Research Libraries Grants Program has been trying to help such institutions in recent years by awarding small grants from money collected primarily from the U. S. Steel Foundation. It is interesting that a panel of fund-raising consultants has recently recommended that institutional grants be discontinued under this program and that the available funds be used instead to teach librarians how to do their own fund raising, chiefly by tapping federal and state government sources.⁶

Having made arrangements for co-workers and familiarized himself with sources of funds the librarian should consider what approaches he will use to raise money. One useful first step is to prepare a five-year plan. This plan

should outline objectives, identify long- and short-range goals, specify priorities, and include a timetable. To permit building up momentum, several easily obtainable goals should be set for the first six months or a year. This plan should be discussed with the development office, and ways of achieving the objectives should be agreed upon. Among the approaches which deserve consideration are large and small proposals aimed at specific individuals or foundations, a memorial fund or tribute fund for relatively small contributions by a large number of donors, bequests, and provisions for library support attached to faculty grant proposals.

In preparing gift proposals the librarian should identify particular library needs which can be packaged to appeal to donor interests. New fields of collection development such as Slavic, Asian, Latin American or African studies, Urban and Regional History, or Judaica offer attractive possibilities. A year's fund-raising activity might include a number of proposals of this nature, each with a price tag of \$75,000 to \$150,000. Or, a donor may be asked to underwrite the on-going development of a collection in a traditional field such as art history, musicology, or engineering. Here the appropriateness of an endowment to yield \$5,000 to \$10,000 a year can be stressed. Memorial opportunities can be attached to each proposal if this seems desirable.

All proposals, of course, need not be of such magnitude. Many smaller packages can be prepared, consisting of a major reference work, the back file of a journal, or a reprint collection on a particular subject. These may cost anywhere from a few hundred to a few thousand dollars. The library should have a sizable number of such proposals which can be presented to donors with special subject interests.

In presenting the larger proposals care must be taken to describe the gift op-

portunity in a clear and convincing fashion. It is usually desirable to do this in a one-page statement which describes the collection or facility wanted, the use to be made of it, its relation to the university's overall objectives, the amount of money involved, and the relevance of the project to the interests of the prospective donor. It is important, if possible, to show how the gift can make a crucial difference in the quality of a particular program, making it distinctive or outstanding in comparison with others in the same field.

Proposals should be presented only after prospective donors have been thoroughly researched and cleared with the development office. Information needed about them includes their personal and family backgrounds, friends and business connections, hobbies and other interests, previous gifts, if any, giving potential and attitude toward the university. Ideally, donors should be approached with projects which will have an emotional appeal for them. The actual presentation should be made only after the way has been prepared by a person who has some influence with the prospect. If the librarian makes the presentation, this person might well be asked to accompany him.

The presentation of the proposal should emphasize the opportunity for the donor rather than the library's desperate needs. Discussion of budget cuts and financial stringency usually has no place in a conversation about a possible gift. It is sometimes desirable to present the project as an idea and invite the prospective donor's reaction. The donor should be asked for an amount large enough to challenge him. If it is too much, he will say so. This is better than asking for too little. Once the donor has accepted the proposal, a written version of the agreement should be prepared for his signature. When the project has been completed the librarian should give the donor a report on it. Fund rais-

ers emphasize that prospects who decline the first opportunity should be asked again, perhaps with some variation in the proposal. They agree that a person who gives once is a prime candidate for resolicitation, since he has already committed himself to the library's cause.

Another approach is the memorial fund or tribute fund through which alumni and friends of the university can give money in honor or in memory of others. The approach is based on the idea that the gift of a book to the university library can be used as a way of paying tribute to another person. The plan involves considerable correspondence which is often handled by a central gift record office. Appropriate cards can be designed to acknowledge gifts and to inform those who are being honored. Special bookplates are usually inserted in volumes purchased with gift funds. A properly publicized project of this kind can bring in between \$5,000 and \$10,000 a year when it becomes established.

Deferred giving is an approach to fund raising which is receiving increasing attention from development officers, and the librarian should find a way of using it. The development office staff member responsible for bequests should be fully informed about the library's needs and should be given descriptions of the kind of projects which could be presented to donors who are preparing wills. An effort should be made either by the development office or by the library to inform lawyers and trust officers, especially those who are alumni, about the opportunities in the library for those making bequests. Fund-raising brochures produced by the library should mention bequest opportunities and perhaps suggest appropriate language.

Another approach to obtaining funds is to ask for library support as a part of faculty grant proposals. The problem here is finding out about proposals early

enough to persuade the faculty to consider library implications. The central office responsible for processing grant requests may be able to alert the library to proposals in preparation. If a particular project involves a need for library support, the costs of this support should be included in the proposal. One university adds 15 percent for library costs to every grant proposal submitted to a foundation. Occasionally it may be appropriate to include funds for the acquisition of books as a major component of a project to improve teaching and research in a particular area. This has been done by some universities in their proposals for expansion of area study programs.

The recognition of donors is an important aspect of fund raising to which the librarian must give attention. A few donors want to remain anonymous, taking satisfaction in the knowledge that they have contributed to some worthwhile endeavor. Most of them, however, want to be recognized in some way, and the form of recognition may determine whether or not the donor will respond favorably to the proposal. In making a decision the librarian will take account of various factors: the importance of the gift, the donor's wishes, the cost involved, and the desirability of setting precedents which may have to be followed with other donors in the future.

The use of a special bookplate is one of the easiest and most common ways of recognizing the donor of funds for books. Attractive plates can be designed, and the donor's ideas can often be incorporated in them. Exhibits of gift books are appreciated by donors, especially where the exhibit opening is accompanied by a reception to which they can invite friends. Plaques are used frequently to record donor's names in the library, and a large gift may justify naming a part of the building for the donor or someone designated by him, with a portrait or bust attached. Donor's

names may also be perpetuated by naming in his honor a collection, an annual award, a lectureship, a book collection contest, or a series of publications. Some universities present citations to major donors or honor them by having dinners to which trustees, administration, and faculty are invited.

Publications may be used effectively to announce gifts and to give recognition to donors. Most libraries use university publications (newspapers, alumni magazines, etc.) to publicize gifts and to call attention to the idea of giving for library purposes. A substantial gift will usually justify a special brochure or exhibit catalog, or an article in the Friends of the Library publication. Where a library does not issue a regular journal for Friends, it may consider publishing an occasional newsletter describing new gift collections and additions to older ones. This is a way in which donors' names can be mentioned, both for their gratification and as a stimulus to other donors.

Along with efforts devoted directly to fund raising should go a continuous program of library publicity and long-term cultivation of donors. Local news media and general university publications as well as the library's own publications should be used to the fullest extent possible to call attention to the library's role, needs, accomplishments, and aspirations. A member of the library staff should be given responsibility for initiating and coordinating all library publicity. Cultivation of donors and prospective donors requires finding ways of keeping in touch and encouraging participation in university and library activities. Friends or prospective donors should receive invitations to university and library functions and should be made in every way possible to feel that they are a part of the university community. This is time consuming and often apparently unproductive, but it

is a necessary part of a library fund-raising program.

There are a number of sources of information which may be useful to librarians planning to embark on fund-raising programs. University publications of interest include Friends of the Library journals and special brochures designed to encourage donors to give for library purposes. Examples of the latter are "Gifts to the Princeton University Library" (seven-page leaflet) and "Why the Harvard Library?"—a statement on behalf of the interest of corporations and firms in the Harvard University Library (eight-page leaflet).

Perhaps the most important reference book in the field is *The Foundation Directory* (3d edition) edited by Marianna O. Lewis, New York, Russell Sage Foundation, 1967. Published about every three years this lists information about 6,803 foundations which made grants totaling \$10,000 or more annually or had assets of \$200,000 or more. Included are names of foundations, addresses, brief statements of purpose and areas of interest, financial data, and names of officers and directors. *The Annual Register of Grant Support* (Academic Media, Inc. 1969-) lists various sources of funds including government agencies and business and professional organizations as well as foundations. Another useful publication is *Giving U.S.A.—a Compilation of Facts and Trends on American Philanthropy* issued periodically by the American Association of Fund Raising Counsel, Inc., New York, 1970.

Among periodicals and newsletters worth examining is *Foundation News*, published bimonthly by The Foundation Center. This contains both articles on foundations and detailed lists of foundation grants of \$10,000 or more classified by fields of interest. The periodical, *Fund Raising Management* (bimonthly), includes occasional articles

of interest to academic fund raisers. Other sources of information about grants are *The Bulletin of the American Association of Fund-Raising Counsel, Inc.* (monthly), and the *Philanthropic Digest* published by the John Price Jones Company, Inc., of New York (semimonthly).

There are many monographs on the subject of fund raising. A recent one which is well thought of by development officers is Harold J. Seymour's *Designs for Fund Raising* (New York, McGraw-Hill, 1966). An important document on foundations to be published by the University of Chicago Press in the fall of 1970 is the final report of the Commission on Foundations and Private Philanthropy, an independent body of distinguished citizens charged with appraising the role of philanthropy and foundations in American life today. A practical manual which may be useful is Joseph Dermer's *How to Write Successful Foundation Presentations* (New York, Public Service Materials Center, 1970). Annual reports of founda-

tions are often worth consulting. They may either be obtained from the foundations or consulted in the files of the Foundation Center or its regional depository collections.

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