Name of the Program: **Library Administration—Development**

Program as used in this prioritization process can be a specialization, section, division, field of study, center, degree program, etc. The unit head, in collaboration with others as appropriate, must determine the level of analysis required.

How long has the program existed: **less than 2 years**

Department/School/College: **Library Services**

The department would fall under which of the following Vice Chancellor’s offices?

- [x] Academic Affairs
- [____] Research and Graduate Education
- [____] Student Services
- [____] Administration, Finance, and Operations

How does the program fit into the larger administrative unit? (Describe in two or three sentences.)

The Library Development Program is within Library Services—Administration. Some of the staff report directly to the Office of the University Librarian. Some of the staff report to the University of Hawaii Foundation.

Briefly describe the program (no more than half a page):

The Library Development Program supports the Office of University Librarian and the University of Hawaii Foundation in fundraising efforts. In this manner, the Library Development Program supports the mission and the outreach efforts of the University. Due to the static or inconsequential growth of the Library’s budget for over a decade at the same time that the cost of providing research materials has increased exponentially, the need to identify private funding sources for the Library is paramount to the success of the University’s learning and research missions.

During the Spring Semester of 2007, after the departure of the Library’s Development Officer, the University of Hawaii Foundation informed the Office of University Librarian that it would no longer allow a Development Officer to solely support one academic unit on campus and subsequently the Library was asked to share a Development Officer with the Arts & Sciences. Given the evidence at other research libraries and even smaller academic libraries, at which they have a much larger development staff who are solely focused on the fund raising for the shared infrastructure which is a library, this consolidation was not seen as prudent. But, the Library has tried to work within these constraints.

In May 2007, some of the librarians with significant fund raising experience met and identified goals and objectives for the Library Development Program. The Office of University Librarian has worked with our shared Development Officer from the University of Hawaii Foundation towards meeting these objectives and reaching these goals. There is still much work to be done in this regards.
**Program Definition**

For purposes of this review, a program is defined as an activity, or collection of activities, that consume resources (dollars, people, space, equipment, time). All administrative operations should be reviewed using this guide.

**Categorizing Programs**

2. Program is less essential, but generally included at major research universities;

**Review and Analysis of Programs**

**Centrality**

The Library Development Program can demonstrate a direct link to advancing the University of Hawaii at Manoa vision in providing quality service to the campus community, to strengthening the institution as a global land-se-grant research leader. It regularly engages stakeholders that are a priority to the University.

It supports the outreach efforts of the University by building lasting relationships with the community. It has cosponsored events that allow stakeholders to learn more about what the Library and the University have to offer and how those stakeholders can help make a positive impact through their support.

**Quality**

The University of Hawaii Foundation conscientiously and routinely collects data to evaluate the quality of the customer experience and uses it for program improvement. The University Librarian regularly meets with the staff provided by the University of Hawaii Foundation. But, as of yet, no protocol has been established for the evaluation by the Office of University Librarian of the University of Hawaii Foundation’s performance. Development work takes years to come to fruition, so it will not be for several more years before the effectiveness of this consolidation can be measured.

**Uniqueness**

The Library Development Program is similar to other fundraising efforts at the University. It however is different from many programs at other research libraries in the smaller number of staff compared with the fundraising potential the Library represents.

**Needs**

The number of permanent staff is less than adequate to deliver quality customer service and to conduct daily business productively. There are still many development goals and objectives that the Library has identified which it has not yet been able to pursue due to this reduction in staff.

The Office of University Librarian has had an increased workload created by this consolidation and has tapped other Library staff to assist in fund raising efforts which again reduces the amount of time they have to dedicate to other priorities.

**Cost**

The Library Development Program generates more revenue than expense. The Library hopes this trend continues and increases. The core infrastructure and operating costs are substantially supported by non-general state funds.

**Outcome of Program Review**

After review and analysis, programs will be identified for one of the following actions:

1. New/In transition

   - The program was established within the past three years and is seen to be needed
   - Establishment of the program was based on demonstrated need and it appears to be meeting the need