



POSITION BRIEF

**Director of Advancement
University of Toronto Libraries**



UNIVERSITY OF TORONTO
LIBRARIES



UNIVERSITY OF TORONTO LIBRARIES

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APPLICATION PROCESS

For more information, interested individuals are invited to contact Ayesha Mayan, Senior Search Consultant via email at UofTLibraries@kcitalent.com or by phone at 416-688-5702 by **October 3rd 2019**. Applications will be reviewed on an ongoing basis so early submission is encouraged.

Candidates who are interested in applying for this position should please send a resume and letter of interest to the email address listed above. All inquiries and applications will be held in strict confidence. If you require accommodation during the recruitment and selection process, please let us know. We will work with you to provide a seamless recruitment experience.

The University of Toronto is strongly committed to diversity within its community and especially welcomes applications from racialized persons / persons of colour, women, Indigenous / Aboriginal People of North America, persons with disabilities, LGBTQ persons, and others who may contribute to the further diversification of ideas.

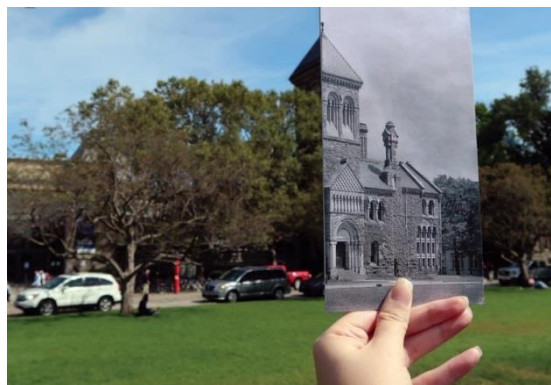
Canada's leading teaching and research University, the University of Toronto is ranked one of the Greater Toronto's Top 100 Employers 2019, and one of Canada's Top Family-Friendly Employers for 2019. Committed to enhancing the diversity and experience of both staff and students, U of T offers employees challenging work, flexible family-friendly programs and opportunities for professional and personal development.



UNIVERSITY OF TORONTO
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Director of Advancement University of Toronto Libraries

THE OPPORTUNITY



The University of Toronto Libraries (UTL) is seeking a highly collaborative and seasoned fundraiser to join our team as the Director of Advancement.

Reporting jointly to the Chief Librarian and to the Vice President, Advancement (or his designate), the Director of Advancement will develop, lead, and implement annual and multi-year plans and strategies to lift UTL's overall fundraising results and to advance our highest academic, strategic and institutional priorities.

Providing exemplary leadership, direction and mentorship to a team of three UTL advancement professionals, the Director will be responsible to increase the impact and effectiveness of staff in advancing UTL's goals, and to build up internal capacity in major gifts, stewardship, annual leadership giving, and overall alumni and friends' engagement. The Director will also oversee all UTL related advancement operations and will work closely with key colleagues on human resources responsibilities related to the UTL advancement team.

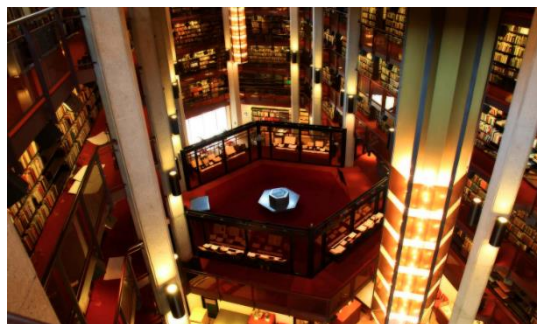
Handling a personal portfolio of high-value major donors and prospects, the Director will work collaboratively with colleagues across the Libraries to create and execute customized engagement and cultivation strategies that ensure the successful solicitation of major donations in support of the Libraries academic mission.

Accountable for the development and fulfillment of Libraries' advancement plans, the Director will also work closely with key colleagues and partners within the Advancement team to ensure alignment with and accountability to University-wide regulations, and to enhance the internal culture of philanthropy across both the Libraries and University.



ABOUT THE UNIVERSITY OF TORONTO LIBRARIES

The University of Toronto Libraries are essential partners in advancing knowledge creation at the University of Toronto. Our international reputation as a centre for research attracts leading faculty, researchers, graduate and undergraduate scholars to the University. Differentiated from our peers by the breadth and depth of our collections and a 50 year history of using innovative technologies to further discovery, we remain uniquely positioned to make available the scholarship of the past, and open opportunities for transformative discovery into the future.



The University of Toronto Libraries are rightly referred to as a national treasure. We are the largest academic library system in the country and one of the largest in North America. With 42 libraries across U of T's three campuses, UTL (the central library system) consists of approximately 18 of those libraries that support the teaching and research requirements across campus. The central library system works in partnership with the other University of Toronto libraries that operate independently in service to their constituents across all three campuses.

This array of college libraries, special collections, and specialized libraries and information centres supports the teaching and research requirements of more than 300 graduate programs, more than 60 professional programs, and almost 700 undergraduate degree programs. In addition to more than 15 million volumes in 341 languages, the library system currently provides access to millions of electronic resources in various forms and over 31,000 linear metres of archival material. More than 150,000 new print volumes are acquired each year. The Libraries' data centre houses more than 500 servers with a storage capacity of 1.5 petabytes.

Together, through our expert staff, the University of Toronto Libraries provide collections and services that inspire discovery and engage inquiring minds within the University of Toronto community and beyond.

STRATEGIC PRIORITIES OF THE LIBRARIES

We will grow our world class collections, expanding our strengths in both traditional and emerging directions in scholarship.

We will enhance our physical spaces to facilitate ground-breaking research, teaching and learning.

We will provide innovative and inclusive services that inspire the generation of ideas and prepare scholars for an information-centric world.

We will strengthen our relationships with our many stakeholders, and engage dynamically with the community of researchers both locally and abroad.

We will achieve these tasks through careful stewardship of our resources and the expert knowledge of our excellent staff.

ADVANCEMENT AT UNIVERSITY OF TORONTO LIBRARIES

We are in the midst of an information revolution – an epic change in the way information is produced, shared and preserved. The University of Toronto Libraries are at the forefront of embracing the potential afforded by this new digital environment.



Having just completed the largest campaign in Canadian University history, the *Boundless* campaign, brought together the community of UTL supporters like never before. Nearly 6000 alumni and friends contributed over \$200 million through donations of cash and gift-in-kind to the Libraries, which kick-started a number of new initiatives central to the mission of the

Libraries and the University as a whole. They include the revitalization of Robarts Library that will see a new addition called the Robarts Common, a five-storey structure that will add 1,222 work and study spaces to Robarts.

The Gerstein Science Information Centre, Canada's largest science library, will expand and improve study space; create high quality collaborative areas and classrooms and complete the process of refurbishing outdated spaces.

Additional priorities include creating several endowed funds to enhance the Thomas Fisher Rare Book Library, to create a new Director of the Thomas Fisher, improve collection development, establish a fund for preservation and access and create a Librarian Fellowship.



ADVANCEMENT AT THE UNIVERSITY OF TORONTO

The Division of University Advancement (DUA) promotes and supports the University of Toronto by engaging a worldwide community of more than half a million alumni, plus many donors and friends. DUA encompasses a highly skilled team of staff focused in the areas of development, alumni and volunteer engagement, advancement services, and advancement marketing and communications. The uniquely integrated structure of University Advancement encourages each division to bring its particular strengths and expertise to the common cause of advancing U of T's relations with alumni, donors, and friends.

Having just completed the largest campaign in Canadian University history, the University of Toronto's *Boundless* campaign brought together more than 100,000 donors in 99 countries to raise \$2.641 billion. This incredible achievement reflects our supporters' shared belief in U of T's ability to imagine a brighter future for the city, the country and the world.

The Boundless campaign created incredible impacts for the University, by opening doors of opportunity for students through scholarships and bursaries; building major facilities to enhance undergraduate education for future generations; fuelling innovative and award-winning research, faculty and programs; and increasing engagement with alumni around the world.

Following the success of the campaign, the Division of University Advancement at the University of Toronto is even more committed to a transformative agenda deeply rooted in the University's vision for growth and innovation. We are focused on doubling fundraising performance on a sustainable basis; enhancing the effectiveness and satisfaction of alumni participation and programs; building advancement capacity within and across divisions; creating an organization and culture that fosters leadership, initiative, effectiveness, and community; and contributing to the creation of an external relations strategy for a transforming image, reputation and standing of U of T along an axis of differentiation and excellence.

THE IDEAL CANDIDATE

Highly organized, intellectually curious and innovative in approach, the ideal candidate has a passion for building and broadening the community of UTL supporters. The new Director is a strategic fundraiser with a track record of success in collaborating with internal stakeholders to create and support compelling funding opportunities that align with organizational priorities. Deeply interested in broadening their own knowledge while supporting the preservation of culture, the ideal candidate is energized by inspiring others to take positive action in enhancing the UTL collections. A leader who balances long term goals with short term gains, the Director identifies opportunities in challenges, and takes a direct and creative approach to securing new revenue in support of the priorities of the Libraries.

The ideal candidate is a seasoned boots-on-the-ground fundraiser who is motivated to identify new donors and build strategic and meaningful relationships that drive major gift success. With a deep appreciation for the cultural value of libraries, the Director finds new ways to excite and involve donors. Invigorated by building relationships, the ideal candidate is motivated to engage in face-to-face meetings with donors and prospects, and has an intense ability to identify and nurture donor motivations. Understanding that libraries are a place of connection, the ideal candidate leverages the physical space and collections to demonstrate the philanthropic vision and future of the Libraries to the community.

An experienced public speaker, the new incumbent is highly comfortable with leading discussions, presenting financials, and verbally communicating impact to donors as individuals or as a group. The ideal candidate is deeply familiar with CRA and cultural property trust laws, and is well-seasoned in the detail-oriented gift-in-kind management, handling complex administrative and legal projects with grace and enthusiasm.

Responsive, timely, and deadline-driven, the ideal candidate demonstrates an attitude of assistance to both the internal and external stakeholder community. Supportive and accessible to colleagues, the new incumbent is an excellent listener and agile communicator who successfully coaches and engages a wide variety of individuals in the fundraising process. Confident, creative, and talented in the art of soft persuasion, the Director takes a consultative and proactive approach to working with others.

The successful candidate is a personable, empathetic, and respectful professional who gives and encourages feedback and is openly accessible to staff, colleagues and donors alike. The Director is an experienced staff manager who is comfortable working in a unionized environment, and who is committed to life-long learning for both the individual and team development.

KEY RESPONSIBILITIES

Strategic leadership and management

- Leads all elements of UTL advancement functions, ensuring the alignment of Libraries' development and alumni activities with its academic and institutional priorities and with University-wide advancement initiatives.
- Develops and implements strategies, initiatives, campaigns, and annual business plans that integrate development and friends' engagement activities that advance UTL's overall academic mission, in collaboration with the Chief Librarian, senior academic UTL and DUA leadership.
- Develops multi-year campaign strategies that align with University-wide campaign structures and practices, integrate engagement and development strategies, maximize support, and rally the UTL community around a compelling vision for long-term aspirations and goals.
- Directs UTL advancement staff, ensuring the development of a strong team environment and a goal-oriented and evaluative approach to advancement activities.
- Oversees the development, implementation and management of the departmental budget and ensures that all HR and appointment practices comply with University policies and guidelines.
- Provides input and advice to the Chief Librarian and to the UTL senior team with respect to advancement implications of campus projects, initiatives and priorities.
- Advances community building and outreach activity by attending events, speaking engagements, and advancing the Chief Librarian's community building objectives.
- Participates on the University-wide Senior Advancement Leadership Team, and works closely with the AVP Divisional Relations and other members of the DUA's leadership team as a member of the University's senior advancement community.
- Represents UTL to ensure that University-wide initiatives appropriately recognize the distinctive nature of UTL identity and requirements.

Development

- Prepares an annual advancement business plan and establishes fundraising priorities and goals in conjunction with various stakeholders both within UTL and within the DUA; Ensures that goals are achieved.
- In collaboration with the University's Prospect Management office, oversees the management of major gift prospects, ensuring the Director and team have strong prospect portfolios and supports that enable them to meet performance standards, and ensuring prospects receive tailored cultivation, solicitation and stewardship strategies that are designed to enhance their interest and involvement in UTL and the wider University.
- Defines goals and desired outcomes for personal major gift prospect portfolio; identifies, cultivates and solicits prospective donors, and effectively stewards all donors.
- Oversees the design and implementation of a holistic and integrated donor relations program for all donors to UTL, ensuring coordination of the recognition of donors at all levels pursuant to University guidelines for stewardship.
- Recruits strategic volunteer leadership and manages volunteer committees established to support UTL advancement activities.
- Ensures that UTL's fundraising priorities, funding proposals, endowments, gift agreements, and gift announcement strategies are developed to the University's standards in close collaboration with senior DUA leaders and in compliance with all relevant Provostial and Governing Council policies.

- Establishes infrastructure to support the needs and aspirations of UTL communities within Libraries' overall advancement strategy and annual plan.
- Engages senior academic leaders, faculty and librarians in the strategy and activities to advance prospects and steward donors.
- Works closely with the Associate Chief Librarian for Special Collections and Director of the Fisher Library and ensures that gift-in-kind planning for the division is fully functional.
- Maintains communications with key stakeholders (libraries, departments, alumni, students, and friends) on development strategies, activities and achievements.
- Provides guidance and expert advice to Librarians and other academic champions on strategic plans and policies relating to advancement.

Advancement Communications

- Oversees the development and implementation of UTL advancement communications strategies and ensures alignment of all messaging with Libraries' overall communications priorities.
- Works closely with the DUA's advancement communications and marketing unit to develop persuasive communications materials that project a compelling vision for UTL's unique strengths and opportunities.

Operations and Finance

- Develops, implements and manages the overall UTL advancement budget. Develops plans for use of budgetary resources in collaboration with the Chief Librarian and the Vice President, Advancement.

Human Resources Management

- Provides consistent and frequent guidance and direction to staff to ensure fair and equitable treatment.
- Oversees and manages UTL Advancement staff and provides direction to managers responsible for areas including communications and media programs, annual giving, major gifts, stewardship, alumni relations and special events.
- In collaboration with the Chief Librarian, UTL's Human Resources and AVP Divisional Relations, strategically plans and defines the organizational structure for the advancement unit, including any enhancement or changes to the organizational structure.
- Recruits, hires, on-boards, trains, and disciplines (when appropriate) all UTL advancement staff, in collaboration with UTL and DUA HR.
- Maintains positive relations with union representatives.

Other Responsibilities

- Initiates or participates in other projects to cultivate liaison or promote community outreach and generate goodwill toward UTL and the University as a whole.
- Represents UTL on various University committees and boards involved in advancement activities.
- Tracks financial performance including revenue and budget controls.

QUALIFICATIONS AND COMPETENCIES

- Significant executive advancement responsibility and leadership in annual, major and planned giving programs preferable in a large complex organization;
- A history of successfully securing significant philanthropic support that advance organizational priorities;
- Demonstrated experience and success managing, motivating, coaching and mentoring volunteers and advancement professionals, bringing out the best in teams and individuals;
- Highly knowledgeable and experienced in both new and traditional channels of revenue generation;
- An engaging personal style, a sincere interest in people, patience, a willingness to listen and learn, and the capacity to engender trust and to establish lasting relationships;
- The ability to understand the research and teaching dimensions of the Libraries' priorities, and translate this into a compelling case for philanthropic support;
- A reputation for integrity, openness, decisiveness and sound judgement;
- A high level of comfort interacting with academic leaders as well as diverse and sophisticated donors and volunteers;
- The ability to navigate and be effective within a complex matrix organization that values collaboration and teamwork as well as individual initiative and creativity;
- Excellent attention to detail and superb organizational skills;
- The ability to set, track, monitor and report on fundraising goals;
- The ability to work in a fast-paced and results-oriented environment with a strong focus on outcomes;
- Cultural sensitivity and capacity to work with international students and donors;
- Vision, the ability to think and plan strategically, and a creative, entrepreneurial, and intellectually curious spirit;
- A University degree, or an equivalent combination of education with advancement experience;
- Valid driver's license and access to a personal vehicle required;
- Valid passport for international travel is required.

ADDITIONAL INFORMATION ABOUT U OF T LIBRARIES

- [University of Toronto Libraries – Strategic Plan 2016-2018](#)
- [University of Toronto Libraries – Boundless Campaign Initiatives](#)
- [University of Toronto Libraries Fall 2018 Newsletter](#)
- [University of Toronto Libraries News](#)
- [University of Toronto Libraries: Chief Librarians Executive Council](#)
- [University of Toronto, Facts & Figures 2018](#)
- [U of T Global](#)
- [U of T News](#)
- [U of T Magazine](#)
- [Division of University Advancement](#)

BIOGRAPHIES

Larry Alford

Chief Librarian



Larry P. Alford is Chief Librarian at the University of Toronto, a position he assumed in August 2011. The University of Toronto Library System includes 42 libraries and is the largest academic research library system in Canada with a staff of over 700 FTE and budget of almost \$100 million CA including allocated costs. The UTL ranks 3rd among North American university research libraries. He also serves as a member of the board of directors of the University of Toronto Press. Prior to joining the University of Toronto he was Dean of University Libraries at Temple University where he was also responsible for the Temple University Press which publishes approximately 60 scholarly monographs per year.

Prior to joining the Temple Libraries in February 2005, he worked in a variety of positions in the libraries at the University of North Carolina at Chapel Hill over a 30 year period including serving as Deputy University Librarian and Interim University Librarian. He has extensive experience in library budgeting and management, collection development, licensing, scholarly communication,

digitization, technology implementation, facilities planning, and program planning.

Mr. Alford has also had extensive involvement in a variety of library cooperative activities. From 1992 through 1996, he served as a member of the Atlanta-based Southeastern Library Network (SOLINET) Board of Directors and as Chair of the SOLINET Board in 1995. He was an elected SOLINET representative to the OCLC Members Council. Headquartered in Dublin, Ohio, OCLC Online Computer Library Center is a \$200 million non-profit organization that provides computer-based cataloging, reference, resource sharing and preservation services to 72,000 libraries in 170 countries and territories. He served as President of the Members Council in 2000-01. In May 2002, the Members Council elected him to a six-year term on the OCLC Board of Trustees. In 2008 and again in 2010, he was elected to a Board appointed term as a trustee. In November 2007 he was elected to chair the OCLC Board of Trustees and served as chair until November 2012. His term as an OCLC trustee ended in 2014. He has also served as chair of the Program for Cooperative Cataloging Policy Committee at the Library of Congress. He was the NC LIVE resources co-negotiator for six years. NC LIVE provides electronic information resources to public and private universities, to community colleges, and to public libraries throughout North Carolina.

Mr. Alford is a member of the American Library Association (ALA) and has served as chair of the ALA Directors of Large Research Libraries Discussion Group. From 2004 - 2006 he served as chair of the Collection Management and Development Section of the Association for Library Collections and Technical Services. He served a four year term ending in December 2009 as an elected member of the Scholarly Publishing and Academic Resources Coalition (SPARC) Steering Committee. He also served as an elected member of the Board of Directors of the Association of Research libraries having previously served as a member of the ARL Special Collections Working Group, the ARL Committee on Statistics, and the ARL Transforming Research Libraries Committee.

He served as President of ARL from 2015 – 16 and as Past-president in 2016 – 17. From 2005 – 2011 he served as a board member of the Abraham Lincoln Foundation in Philadelphia, PA. He is also a member of the Board of Directors of the Canadian Association of Research Libraries as well as Board member of the Canadian Research Libraries Network (CRKN).

Mr. Alford has spoken extensively on a variety of library topics.

He holds a B.A. and M.L.S. from the University of North Carolina at Chapel Hill. He received the Distinguished Alumnus Award from the University of North Carolina School of Information and Library Science in May 2005. He was chosen as a Senior Fellow of Massey College in the University of Toronto in 2012. He was named the 2018 winner of the Hugh C. Atkinson Memorial Award by the American Library Association. The Atkinson Award recognizes an academic librarian who has made significant contributions in the area of library automation or management and has made notable improvements in library services or research.

David Palmer

Vice President, Advancement, University of Toronto

Since 2007, David has served as Vice-President, Advancement for the University of Toronto, Canada's largest research-intensive university, with 88,000 students on three campuses, 21,000 faculty and staff, and 562,000 alumni in more than 180 countries. David has led the planning and execution of the University's ambitious Boundless Campaign, publicly launched in November 2011 with an original goal of \$2 billion, which was increased in December 2016 to \$2.4 billion. Boundless is the largest campaign in Canadian university history – an ambitious and necessary undertaking to help prepare the next generation of global citizens and to address today's defining global challenges.

From 1999 to 2007, David served as President of the Royal Ontario Museum Board of Governors (originally the ROM Foundation) where he led Renaissance ROM – a transformational campaign that re-defined the Museum's financial resource base, its public brand, and its position as a major international cultural destination. Recognizing the Museum's mandate that encompasses both world civilizations and natural history, he made a priority of reaching out to Canada's Japanese, South Asian, Chinese, Ukrainian, Italian, Greek and other communities locally and nationally. The Renaissance ROM Campaign, unique in Canada for its inclusiveness, generated an enormous sense of pride and engagement among these diverse communities, exemplified by a landmark gift from Michael Lee-Chin to name the Museum's new building.

David Palmer is a Senior Fellow of Massey College, an executive committee member of the National Council of Foundation Executives, and a Director of the Earth Rangers Foundation. He earned his Master of Fine Arts in musicology from Princeton University and began his career as a Lecturer in the Faculty of Music at The University of Western Ontario, his undergraduate alma mater. After his first foray into development and marketing at Orchestra London, David would return to Western to lead a ground-breaking campaign for the University of Western Ontario's School of Business Administration. These efforts resulted in it being renamed the Richard Ivey School of Business, ushering in a new era in professional faculty fundraising in Canada.



In recognition of his strategic and principled approach, and for helping redefine the fundraising potential for several charitable sectors in Canada, David was recognized in 2011 with the Outstanding Fundraising Professional Award by the Association of Fundraising Professionals. In 2016 he was recognized with the Outstanding Achievement Award by the Canadian Council for the Advancement of Education.

Chantelle Courtney

Assistant Vice-President, Divisional Relations



Chantelle oversees the Division of University Advancement (DUA) programs in Divisional Relations, Major Gifts, and Prospect Management and Advancement Research that support the success of campus and divisional advancement programs. Chantelle works closely with campus Vice-Presidents and tri-campus Principals and Deans, and with leaders of divisional advancement programs and their teams, on their annual business plans and goals, multi-year campaign goal-setting and strategies, prospect management, performance management, organizational development, and volunteer management.

With 18 years of experience in the fields of advancement, talent management and professional development at prominent institutions, Chantelle brings extensive knowledge and experience to the role. For the past five years, Chantelle has consistently been among the top advancement performers at U of T as the Assistant Dean, Advancement for the Faculty of Law. Prior to this, Chantelle led talent management and professional development programs at major law firms, most recently as the firm-wide Director of Professional Development. Under her leadership, Law's advancement programs achieved significant gains in fundraising and alumni relations, organizational capacity, communications, volunteer relations, and donor relations.

Beth McCarthy

Executive Director, Divisional Relations, University of Toronto



Beth has 25 years of experience in leading integrated fundraising programs, staff teams and volunteer cabinets and committees. Her expertise includes comprehensive annual and major gift campaigns in education, arts and culture and health care agencies, and she led university division advancement programs for over 12 years prior to her current role.

McCarthy completed both her undergraduate and graduate work at the University of Guelph, completing her Masters in Drama in 1993. She then completed the Income Managers' Program in 1997 which provided post-graduate training in marketing and fundraising in the arts and culture sector by University of Waterloo, Orchestras Canada, and

Genovese & Vanderhoof Consultants.

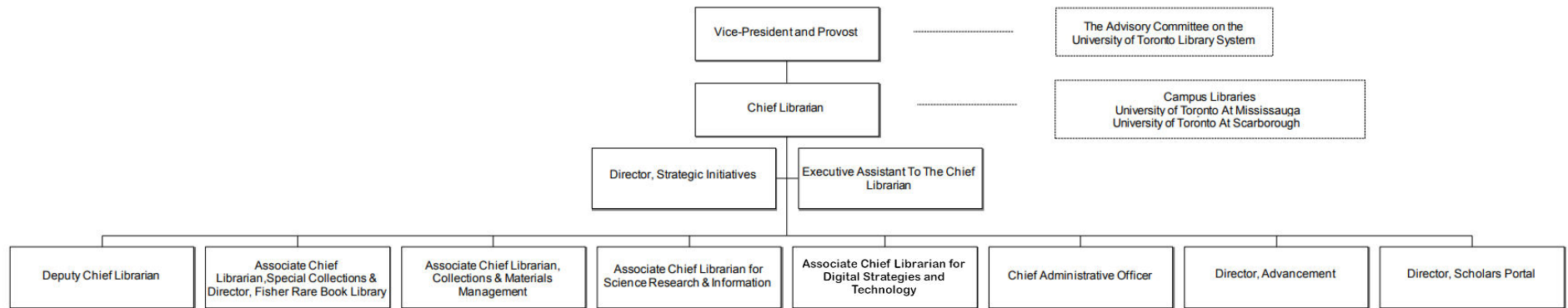
Most recently, she completed the Queen's Leadership Program at the School of Business. McCarthy served as the President of the Association of Fundraising Professionals, Southeastern Ontario Chapter from 2007 to 2009 and qualified for her Certified Fund Raising Executive professional designation in 2006.

CHIEF LIBRARIAN'S EXECUTIVE COUNCIL

- **Larry Alford**, University Chief Librarian
- **Laura Anderson**, Director for Strategic Initiatives
- **Julie Hannaford**, Deputy Chief Librarian
- **Chris Scammell**, Chief Administrative Officer
- **Angela Hamilton**, Interim Chief Librarian, University of Toronto Scarborough Library
- **Sian Meikle**, Associate Chief Librarian for Digital Strategies and Technology
- **Loryl MacDonald**, Associate Chief Librarian for Special Collections and Director of the Thomas Fisher Rare Book Library
- **Neil Romanosky**, Associate Chief Librarian for Science Research and Information
- **Shelley Hawrychuk**, Chief Librarian, University of Toronto Mississauga Library
- **Caitlin Tillman**, Associate Chief Librarian for Collections and Materials Management

ORGANIZATIONAL CHART

OFFICE OF THE CHIEF LIBRARIAN



ORGANIZATIONAL CHART

UNIVERSITY OF TORONTO LIBRARIES ADVANCEMENT TEAM

