

# Philanthropy Journal

OF NORTH CAROLINA

Growing pains

## N.C. Museum of Art regroups after shakeup

A string of senior staff resignations and a sluggish capital campaign have led staff and board members at the North Carolina Museum of Art to take stock of the organizations's long-term goals and fundraising strategies. Observers say the crisis holds lessons for other nonprofits, including the need to carefully define board roles and clearly communicate public missions.

By BARBARA SOLOW

**A** state-of-the-art computer program that would give museum visitors information about artworks at the touch of a button. An outdoor amphitheater that would itself be a work of art. A museum viewed as the custodian of a collection for all North Carolina residents. These are some of the goals that have gone unfulfilled as the North Carolina Museum of Art

struggles with a leadership and fundraising crisis.

Supporters and critics agree that the 37-year-old museum is at a turning point.

Faced with a series of senior staff resignations — including that of museum Director Richard Schneiderman — and a stalled capital campaign, the institution is taking a hard look at its programs and policies.

Consultants have been hired by the state Department of Cultural Resources to review fundraising and management practices at the museum, which receives two-thirds of its operating money from the state.

But observers say the roots of the problems go deeper, covering everything from the dismal state of arts funding to the structure of the boards that govern the museum.

The museum's struggle to come to terms

**W**hat we need to do is move in the direction that citizens of the state feel that this is their museum.

**MARY "JO" CRESIMORE**  
N.C. Art Society  
board member

with these issues contains lessons for other nonprofits, including the need to link management, public outreach and fundraising activities.

"It's like cooking a stew," says William Anlyan Jr., who was development director at the museum from 1990 to 1992. "If you add the wrong ingredient, it can ruin the whole batch."

### LEADERSHIP

Former museum staff members say the spark that lit the current firestorm was Schneiderman's decision to handle fundraising after Anlyan left for a new job at the University of North Carolina at Wilmington.

The museum's board of trustees approved Schneiderman's proposal to take over the capital campaign for a \$20,000 supplement to his \$93,812 annual salary.

Soon after that, he hired Anne Jones to assist with development — a decision that later would breed resentment when she reportedly did not mesh with other senior staff members.

While some view Schneiderman's decision to take on fundraising as ego-driven, others see it as the only way he could avoid losing momentum in an already faltering \$20 million capital drive, which to date has raised \$1.7 million in pledges.

Whatever the reasons, Schneiderman's dual responsibilities meant he had less time for day-to-day management.

As a result, some former staff members say, projects that did not touch on fundraising came to a standstill.

For example, plans for an innovative com-

Mint  
Museum in  
Charlotte  
maps  
long-term  
strategy.  
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## Rebuilding neighborhoods

# Durham revival hinges on inner-city cooperation

Faced with poverty, unemployment, crime and other social problems, residents of North-East Central Durham have decided to clean up their neighborhoods. Their strategy is to work with one another and with local organizations, including the city, the police, the schools, nonprofits and universities.



Churches have become key players in Durham's neighborhoods.

ness investment and for residents to take control of their own fate.

"Individuals have to see that there's something they can achieve, that there's an end result," says Beverly Jones, coordinator for community outreach projects at N.C. Central University and a member of the Durham Public School Board.

At the heart of Durham's rebirth is the mutual embrace of people and organizations that historically have operated on their own. That isolation changed a year ago, when community leaders in Durham were pulled together by the prospect of a \$300,000 state grant to help rid their streets of drugs and crime.

"We didn't get the grant," says Perry, a 60-year-old retired electrical maintenance mechanic who is co-chairman of North-East Central Durham Partners Against Crime. "But we didn't let that stop us. We just kept on building the neighborhood."

City officials already had been planning an assault on Durham's mounting social problems. Seeing the flowering of the effort in the seven neighborhoods of North-East Central Durham, officials decided to begin their offensive in that 96-block area.

"In the past, government said, 'We know what's best,'" says Cecil Brown, senior assistant city manager. "Now, citizens say, 'Collectively, we can do it.'"

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Willard Perry, right, says neighborhood spirit will return to North-East Central Durham to better times.

Photos by John Fletcher Jr.

## Community giving Bank charity, worth millions, draws fire

North Carolina banks have purchased dozens of savings and loans in recent years. As part of the deals, the banks have contributed to local charities. Banking industry officials say the charity reflects the corporate citizenship of the banks and the S&Ls they're buying. Critics say the charity is designed to help win approval of the purchases.

By TODD COHEN

The purchase by North Carolina banks of Tar Heel savings and loans in recent years has begotten millions of dollars in new community charity.

While no one questions the importance or legality of those charitable dollars, questions are being raised about other aspects of the purchase deals.

A handful of banks in the state have been on a buying binge, snapping up savings and loan institutions. In negotiating many of the deals, banks typically have agreed to set up community foundations or make contributions to local charities.

Those contributions have totaled an estimated \$10 million to \$15 million.

Industry officials and regulators say the banks make charitable gifts because improving the community is good for business, and because they want to acknowledge the community support that helped build the local S&L.

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**NONPROFITS**

### Sector leaders worry about image

More than 700 nonprofit leaders gathered in October at the annual conference of the Independent Sector. On their mind was the need to be held accountable.

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**VOLUNTEERS**

### Volunteers create their own nonprofit

A group of Winston-Salem volunteers saw problems in their community that needed to be met. So they started a nonprofit. The all-volunteer group is making a difference.

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**FUND RAISING**

### Parent groups learn new tricks

PTAs face a big challenge in trying to raise dollars to help pay for the resources their schools needs. Chocolate and wrapping paper alone won't cut it any more.

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**FOUNDATIONS**

### Kenan Trust targets illiteracy

With funding from the Kenan Trust in Chapel Hill, a Louisville non-profit is teaching families how to read. The National Family Literacy Center has become a national model.

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