

Seeking money

Raleigh Mayor Tom Fetzter wants to raise \$10,000 for a radio campaign against City Council liberals.

MAY 1994

Back to the well

## Duke revamps development operations

Contemplating the feasibility of raising \$900 million, Duke University is reorganizing its fundraising offices. Top development officers for the university and its medical center have been reassigned.

By TODD COHEN

DURHAM

Duke University, which completed a \$550 million capital campaign in December 1992, is cranking up to raise as much as \$900 million more to meet future needs.

For the past year and a half, Durham consultant Carol O'Brien has studied Duke's fundraising operations and the feasibility of a new fundraising effort. Her draft report, submitted recently to Duke President Nannerl O. Keohane, has prompted the reorganization of Duke's development offices, including the reassignment of two senior development officers at the university and its medical

center.

Linda Gerber, associate vice president for university development, has been assigned to handle special projects, including training fundraising staff and volunteers. A search will be held for the new post of director of university development. The development office also could get at least one other new senior-level position.

At Duke Medical Center, R.C. "Bucky" Waters, vice chancellor for development, has been named to the new position of vice chancellor for special projects. He'll work with medical center alumni and other groups. The medical center has begun searching for a vice chancellor for development and alumni affairs.

The report by O'Brien, the former director of university development at Cornell University, suggests a number of changes in how Duke raises money. Those include better balancing Duke's centralized and decentralized development operations; bringing more campus officials and alumni into development planning;

better serving donors and volunteers; and improving the use of information systems, computers, communications and research.

Duke, which proportionally raises more money than most schools from corporations and foundations, now wants to better tap into individual giving.

The university also wants by 1998 to boost by as much as \$458 million its \$669 million endowment, which is smaller than those of other large universities.

The changes in Duke's development operations follow the departure last year of two of its top fund-raisers. Joel Fleishman, first senior vice president and chairman of the capital campaign for the arts and sci-

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ences and engineering, resigned to become president of Atlantic Philanthropic Service Co. in New York. And Michael Rierson, who headed corporate and foundation giving, left to become associate dean for external affairs at the Kenan-Flagler Business School at the University of North Carolina at Chapel Hill.

Duke ranks eighth among all U.S. schools in fundraising, according to the Council on Aid to Education. Duke raised \$144 million last year.

## Booster shot Fundraisers recharge at global gathering

When the National Society of Fundraising Executives convened its international conference in March, fundraisers from North Carolina joined colleagues for workshops, speakers and networking. People who attended say the conference was educational and inspirational.

By KATHERINE NOBLE

More than a dozen Tar Heel fundraisers joined about 3,000 colleagues in Boston for four days in March for the National Society of Fund Raising Executives' 1994 International Conference on Fund Raising.

In April, fundraisers who didn't attend were briefed about the conference during the monthly meeting of NSFRE's Triangle chapter. Conference attendees say the conference was time, and money, well spent.

### CONFERENCE

"The sessions were outstanding and I think there was sufficient variety for all levels of individuals in fundraising as well as across nonprofit organizational lines," says Ron Swain, vice president of institutional advancement and planning at Shaw University in Raleigh and president of the Triangle chapter.

The conference covered planned giving, annual campaigns, volunteer leadership, public policy, capital campaigns, multicultural issues and parity in the fundraising profession. Many of the sessions were standing-room-only, and nearly 400 people were told not to come because the conference was sold out. Participants spent between \$400 and \$525 to register.

Aline Lambert, executive director of the Cumberland Community Foundation, says attending the conference exposed her to fundraising trends and developments that she wouldn't otherwise have learned about.

"The NSFRE is on the leading edge of fundraising," she says, and the conference reflected that. For example, she says, a new planned giving strategy first used in England was presented.

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In the details

## Food Bank hones in on campaign planning

As it considers a capital campaign of up to \$1.6 million to pay for new equipment and a possible new headquarters, the Food Bank of North Carolina is immersed in campaign planning. This is the third article in a continuing look at the campaign as it unfolds.

By TODD COHEN

Gearing up for a capital campaign, particularly in the early going, requires busy work that may seem remote from the task of raising dollars and from your nonprofit's mission.

An early investment in details, however, can pay off in more effective fundraising and a stronger organization.

That's the theory that employees and volunteers at the Food Bank of North Carolina are putting into practice.

The Food Bank, which is considering a campaign to raise as

much as \$1.6 million for equipment and facilities, has spent the past few months plowing ground on a number of fronts.

As St. Patrick's Day approached, for example, Food Bank employees and volunteers arranged a benefit concert at the Carolina Theater in Durham, featuring singer Mike Cross. The Food Bank invited 70 to 80 special guests with the idea of increasing their awareness about the organization.

Cross gave several pitches for the Food Bank while he was on stage. His roommate at the University of North Carolina — Cross says his interest in playing guitar stems from him — now works for the Food Bank in Nashville, Tenn.

The concert drew 1,000 people and

### CAPITAL CAMPAIGN: On The Inside

whom, what food to serve, which guests sit where — may seem like unglamorous work, but it's par for the course in the early stages of a campaign.

So are meetings and paperwork. Food Bank officials meet with their fundraising consultants, Capital Consortium, as often as once a week, and sometimes more frequently. Some meetings are simply to give progress reports. Others involve the nitty-gritty of preparing the campaign.

In early April, for example, at a regular monthly luncheon at Capital Consortium's offices in West Raleigh, the "case statement" was the main topic. The Food Bank's draft,

brought the Food Bank more than \$7,000.

Organizing a concert — who invites

which makes a case for the campaign, was discussed at length. Although the statement is intended to answer any question that might arise about the Food Bank or its possible capital campaign, its real value may have been in its preparation.

"Nobody's going to read this," says John Bennett, president of Capital Consortium. "It's an exercise the staff and board goes through. All the campaign materials come from this. It raises the comfort level at your organization."

After the meeting, staff and board members suggested changes, which were incorporated into a final version. That version, in turn, will be the basis for focus groups the Food Bank plans to sponsor in May and June to test its case.

Consultants met again to select prospective donors, campaign leaders and community leaders as focus group participants. Five to eight focus groups lasting about

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Kate McGuire

### BRIEFLY

#### Capital campaign for seniors

The Chatham County Council on Aging recently launched its capital campaign, "Branching out for Seniors," to raise \$650,000, for a senior center in Pittsboro. Julia Scarborough, the county's oldest resident at 109, is on the honorary campaign steering committee.

#### Slam Dunk for RP raises \$65,000

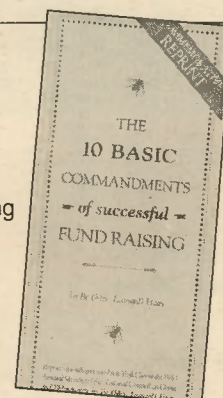
The Fourth Annual Wheat First Securities Slam Dunk for RP in Charlotte raised more than \$65,000 for the RP Foundation Fighting Blindness. The foundation funds research for a cure for retinitis pigmentosa, macular degeneration, and related retinal diseases that afflict 6 million Americans.

#### Journalism chair boosts campaign

The University of North Carolina at Chapel Hill's \$400 million capital campaign received \$106,500 to endow a graduate student scholarship in the School of Journalism and Mass Communication. William Francis Clingman Jr., former editor of the Winston-Salem Journal, donated the money.

#### Fundraising firm offers commemorative report

Alexander O'Neill Haas & Martin, an Atlanta-based fundraising firm, is offering a pamphlet, "The 10 Basic Commandments of Success Fund Raising." The pamphlet is a commemorative reprint of a speech Mrs. Leonard (Be) Haas gave in 1963. The pamphlet outlines 10 key points for successful campaigns. Pamphlets are available by writing: AOH&M, 181 Fourteenth St. Mayfair Royal, Suite 500, Atlanta, GA 30309-7603 or fax: (404) 875-2992.



#### School named for major donor

The School of Education at the University of North Carolina at Wilmington will be named for Donald R. Watson, a longtime Wilmington businessman who believed the key to economic prosperity in the Cape Fear area was education. Watson gave the university \$1.3 million, the largest gift in its history.