

KETCHUM

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employees.

The Charlotte office serves as the center for the Southeastern region, covering areas from Washington to Texas. It oversees about 20 active accounts at any one time, or about one-fourth of the company's total, says Niles Sorensen, Ketchum's corporate senior vice president and president of the region.

Charlotte clients have included the YMCA of Greater Charlotte, whose recent \$18 million capital campaign was its fourth with Ketchum; Myers Park Baptist Church; Goodwill Industries of Southern Piedmont; Central Piedmont Community College; Spirit Square Center for the Arts; and the North Carolina Blumenthal Performing Arts Center.

Ketchum's other southern clients include Hospice of Rutherford County; the YMCA in Palestine, Texas; the Air Force Memorial Foundation in Washington; and Meharry Medical College in Nashville.

"Our philosophy is that the most effective solicitation is peer-to-peer," says Sorensen, who's been with Ketchum for 13 years. "If a volunteer has given time and money and asks a peer for a contribution, it's hard to say 'no.'"

Clients pay for Ketchum's services through a set fee that's negotiated in advance and is based on the amount of time and work a campaign will

take, not on the amount raised.

"A flat fee is part of our code of ethical standards," Sorensen says. "This way there is no direct relationship between the money donated and what the company receives. It's hard for volunteers and donors to feel a shared ownership if the firm gets a certain amount for every dollar raised."

Ketchum's standard contract has a 30-day escape clause, and mini-goals are developed for raising the funds. If the benchmarks are not reached, the contract can be renegotiated, if necessary.

"We believe in giving full value and behaving ethically," says Robert Carter, Ketchum's chief executive officer. "About 30 percent of our clients are repeat business. If you don't perform ethically, people don't come back."

A Ketchum guideline says a campaign's total expenses should not exceed 10 percent of the amount raised. Consequently, the company rarely takes on campaigns raising less than \$750,000.

In 1935, Ketchum was one of three firms that formed the American Association of Fund Raising Council (AAFRC), which remains one of the leading authoritative voices in philanthropy.

Charles Stephens, director of development and communications for the Indiana University Center on Philanthropy, says that ethical codes for professional fundraisers are designed to discourage fundraising

based simply on the self-interest of the fundraiser.

"Nobody can guarantee the amount of money that is going to be raised," says Stephens, a former board chairman of the National Society of Fund Raising Executives.

Not basing fees on a percentage of funds raised, he says, also "takes out the potential for going after gifts just to make the goal, rather than going after gifts that would be of most benefit to the organization."

This past year, Ketchum decided to expand its services. It introduced the Ketchum Institute, which offers an intensive two-day seminar on managing capital campaigns.

Sorensen says fundraising has changed. For one thing, nonprofits considering capital campaigns must rely more heavily on a smaller pool of campaign leaders.

"Because of [corporate] buyouts in the late 1980s, there are less locally-owned firms to turn to - they're owned someplace else," he says. "Community leadership is scarcer, and it's being asked to do more. It's a real issue organizations have to deal with."

He also sees an increased emphasis on planned giving.

"With the general graying of the population, it's taking a higher profile as people try to maximize their opportunities to give. Planned giving used to just mean wills, but now it includes bequests, annuities, insurance policies and trusts. It's definitely a bigger part of giving now."

FOOD

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soft costs of a new building and the committee can help with that."

Focus group sessions showed that the Food Bank has a strong "case" for support from corporations, foundations and individuals.

"What you have going for you is that once people get what you are, that prevails over a lot of doubts they may have," said Mark Rountree, Capital Consortium's vice president for consulting. "This is hunger, this is food. That's at the top of anybody's need list."

The next step for the Food Bank is to identify a campaign leader and begin to solicit "lead gifts" totaling 15 percent to 25 percent of the overall goal that will act as seed money for the drive.

In July, the Major Campaign Review Board - a volunteer group of Triangle-area community leaders that schedules major fund drives - approved a public "window of opportunity" from this month through June of 1996 for the Food Bank campaign.

Capital Consortium's plan recommends that a volunteer campaign steering committee be formed to make a final decision on the goal and fundraising timeline.

Kirkpatrick said that process will help even more people become invested in the Food Bank's campaign.

"Significant people in this community have already endorsed our decision" to build a new building, he said. "The idea of this campaign may terrify us. But we're not going to proceed without the right leadership."



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citizens groups in Durham.

Neither the Durham Committee on the Affairs of Black People nor the Friends of Durham - two of the city's

other influential political action committees - raise money from stock contributions, bequests or other planned gifts.

Chapel Hill lawyer Tom Stern - a former president of the People's Alliance - says the group's giving program is part of an agenda that goes

beyond election campaigns.

"People sometimes don't realize that our PAC work is only about five percent of what the alliance does in terms of time and effort," he says. "In terms of impact, it maybe represents a higher figure. But we have a lot more going on."



IBM® Ted Rogers shares his love of school and football with his student friend Corey Wilkerson.

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