

Keeping up with change

Fundraising success depends on quality in picking, cultivating volunteer leaders

As anyone involved in a fundraising campaign quickly learns, the success of the effort is directly proportional to the quality and commitment of volunteer leadership. What are the characteristics of an effective campaign leader? What influences affect the decision to become a leader? What can a community do to encourage new leadership?

A recent study of the subject, conducted by the National Society of Fund Raising Executives, Triad chapter, addressed these questions. A survey of over 140 leaders of the philanthropic community demonstrated consensus on the first two questions, and concern about the third question.

The characteristics of a successful campaign leader, as identified by the study, are:

- A community leader of integrity, credibility and accomplishments.
- Commitment to the cause and a track record as a volunteer and a donor.
- High energy and enthusiasm.
- Knowledge of the cause and ability to articulate the need for sup-

port.

- Possession of a strong network of contacts and the ability to assemble a capable team of volunteers.

The influences that affect the decision to assume a leadership role include:

- Experience with a mentor in youth who encouraged philanthropy.
- The belief that philanthropy is an expression of religious convictions.
- The desire to do something good for the community in return for one's own success in life.

The findings of the survey regarding the characteristics and motivating influences of philanthropic leadership behavior are parallel to the results of national surveys of charitable behavior conducted by Independent Sector over the last decade. Several other findings, however, give cause for concern.

Most telling among these, the survey revealed that, of the 142 participants, the overwhelming majority were white, college-educated males between the ages of 40 and 69. While this reflects the demographics of

wealth-holders in the state, and it also parallels national survey findings, it does not reflect the growing diversity of North Carolina's population.

Too often in fundraising, the issue of diversity is an afterthought.

Three segments of our population offer opportunities for increased attention in order to encourage new leadership in philanthropy: women, youth and African-Americans. Too often in fundraising, however, the

issue of diversity is an afterthought. What can communities do to encourage greater diversity in fundraising?

In order to achieve true diversity, three steps are necessary. First, more understanding of each of these areas of philanthropy is necessary. The subject of women in philanthropy has recently attracted research attention, and national organizations have been formed to concentrate on women in philanthropy.

Similar work is needed in the areas of youth in philanthropy and African-American philanthropy. The NSFRE chapters in the state have presented programs in each of these areas. United Ways, United Arts funds and other community organizations should make these constituencies more informed on the subject.

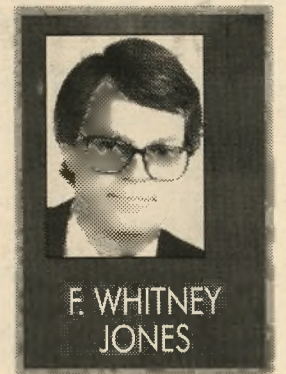
Second, each of these segments of the donor population should be empowered to engage in campaigns in ways that are successful for them. This means broadening campaign strategies not only to include alternatives to campaign pledges, but also to include a broader set of values. While traditional campaigns are driven by

strategies that are top-down, based on large

gifts bringing in the great majority of the money, diversity-based campaigns must include wider varieties of support from grass-roots efforts.

Third, and most important, a fundraising effort should be driven by a mission statement that is inclusive rather than exclusive. Diversity is only empowered when it is central to the mission of the organization.

The demographics of our population are changing rapidly and irreversibly. The demographics of fundraising campaigns, and the values that drive fundraising campaigns, need to change accordingly.



F. WHITNEY JONES

F. Whitney Jones is president of Whitney Jones Inc., a Winston-Salem fundraising firm, and president of the Triad chapter of the National Society of Fund Raising Executives.

SMITH

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full potential. Transylvania County Communities In Schools is a county-wide effort to serve all people who have an interest in furthering education, with a primary focus on low-achieving students, potential dropouts and adults who have not earned high school diplomas.

The Affordable Housing Coalition of Asheville and Buncombe County includes organizations serving the homeless.

On the environmental front, a dozen organizations that serve West-

ern North Carolina are working together to establish a strategy for improving our region's air quality. In the area of economic development, the Episcopal Church recently brought together 25 regional organizations working on housing and job creation to share success stories and lessons learned with the purpose of forging new joint efforts.

This is but a sampling of collaborations that are developing and have the potential to make a long-term impact on our region — both in the services they provide and the efficiencies and communications that are created.

These cross-boundary friendships go beyond cheering one another on

and sharing demographic statistics. They are working to build trust and to forge common visions and goals. In the beginning these relationships are fragile and must not immediately be charged with fixing or changing the systems and issues that challenge our communities. The process that is occurring here and across the state and nation is — for now — as important as any product that comes out of it.

Hundred of ordinary people with extraordinary commitment to help each other solve our collective problems offer the best hope for our local communities and our state — in these competitive economic times and for all time.

BLUMENTHAL

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drop memberships.

Another reason could be the lack of focus of many environmental organizations. Most of these groups are involved with a host of issues, and it's hard to attract the public's attention when you don't have a central theme.

Perhaps most important is the fact that there are friendlier administrations. Presently, there isn't a readily identifiable villain such as James Watt. Without hostile administrations, perhaps people feel the environmental groups don't need

their help as much. In fact, these groups need help more than ever as they continue to push for environmental reforms.

On the positive side, green programs have been receiving increased funding from foundations, corporations and individuals as these funders have become more knowledgeable about the issues.

This is a positive, pro-active time for environmental organizations. The opportunity is there to make progress on a whole host of issues and many committed activists are rededicating their efforts as they see the potential for unprecedented environmental gains.

Letters

Smart Start deserves criticism

I would offer my wholehearted congratulations about the first issue of the *Philanthropy Journal* if it had not bothered me so much.

Surely as a newspaper of record for the nonprofit sector, you have a responsibility to present alternative points of view in your news stories about controversial issues involving nonprofits. But your front-page editorializing in favor of Smart Start - Gov. Jim Hunt's child-care initiative - gave readers no sense of the real debate going on in our state about how best to help children and families.

The 21-column-inch front-page story on the program offered no space at all to critics or even dispassionate analysts - despite the fact that a serious, well-reasoned argument on behalf of children, families and nonprofits can be made that Smart Start, by creating new boards and a politicized process for awarding grants, is not the best way to make quality child care more affordable.

Recent acrimony at local meetings in Wake and other counties demonstrates that disagreements exist



John Hood

about how best to serve children's needs. Therefore, parents should be able to choose a program they deem appropriate and have state (or private) money follow the child, instead of relying on direct grants to providers. Vouchers, not new bureaucracies, is the way to go.

Perhaps there are good arguments against the voucher solution. But if you won't even present criticism of Smart Start, how will the debate proceed? In addition to the front-page piece, I counted two other news stories and two opinion pieces in your first issue which lauded Smart Start. No opposing views were expressed.

For that reason, our N.C. nonprofit organization gives *Philanthropy Journal* only half-hearted congratulations.

John Hood
VICE PRESIDENT
John Locke Foundation

Organizations must communicate

I wanted to thank The News and Observer Foundation and The News and Observer Publishing Co. for making a commitment to the *Philanthropy Journal of North Carolina*.

I have been on the board of the N.C. Center for Nonprofits since its inception and created a clearinghouse for local school/business part-

nerships four years ago. Both efforts have made me acutely aware of the limitations of small organizations to communicate well with the growing number of people involved locally in volunteer organizations and nonprofit activities.

The potential for the publication is exciting.

John N. Dornan
EXECUTIVE DIRECTOR
Public School Forum of North Carolina

Media relations must improve

May the *Philanthropy Journal* lead to a strengthening of philanthropy for the better service of the people of North Carolina. May mutual respect and understanding be the basis for the relationship between the practitioners of philanthropy and the *Journal*, so that it is perceived as an aid in furthering the principles of service to communities.

Too often, many of us view our relationship with the media in a paranoid fashion that inhibits open discussion. If I have a hope for the *Journal*, it would be that it become an educational tool and be seen as an ally in building community.

James A. Russell
EXECUTIVE DIRECTOR
United Way of Greater Durham

Communication can be catalyst

North Carolina's nonprofit community is large and diverse. For all the potential that our foundations and nonprofits have, there has never really been a catalyst for concerted action. By providing a means of communication among all the diverse elements of nonprofits (not to mention government, business and individual citizens), the *Philanthropy Journal* can provide the spark for more informed and effective philanthropy.

Thomas H. McGuire Jr.
EXECUTIVE DIRECTOR
A.J. Fletcher Foundation

Bring together state resources

The *Philanthropy Journal* is an exciting new venture that will undoubtedly strengthen philanthropy in the state by bringing together public, private and not-for-profit resources. Your paper can be a key player in that collaboration. We look forward to your reporting on many of the emerging human resources issues around the state.

Richard Y. Stevens
WAKE COUNTY MANAGER

The *Philanthropy Journal* welcomes letters. Letters must be 250 words or less and signed. Please include a daytime phone number. Letters are subject to editing. Please send your opinions to: *Philanthropy Journal of North Carolina*, P.O. Box 191, Raleigh, N.C. 27602.

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