

COLLEGES

CONTINUED FROM PAGE 1

ment officer and a secretary, at most - and that most are not reaching their potential.

"I can only count a dozen that I would put up against any independent college or university of similar size," he says.

"There's another dozen that have the potential but they aren't getting there because of the handicaps they are putting on their development officer."

According to Bernhardt, an effective community college development program should be raising \$100,000 to \$1 million a year, depending upon its size and the local economy.

Regardless of the size of their schools and the employer base in their area, Bernhardt says, the best programs share a few basic characteristics. The most important is a college president who is accessible to the development office and intimately involved in all aspects of the office's program.

Also important is having foundation board members who not only give money but can fill in for the staff that most development programs lack.

The most effective programs also resist the temptation to load up development officers like Judi Smith with too many other duties.

"I see so many development officers who have other duties, and then the president and the trustees wonder why they aren't raising any money," Bernhardt says. "Development has to be a real passion for the entire campus."

He suggests that an important barometer of a program's success, particularly at smaller schools, is a campus fund drive.

"A campus fund drive gets everyone involved in the program and it sends an important message to outside donors that the college believes in what it's doing."

While it breaks Bernhardt's commandment against giving its chief

fundraiser too many other duties, Anson Community College meets his recipe for success in other ways. Two years ago, the college's new gung-ho president, Dr. Donald Altieri, revived the school's dormant foundation, appointed Smith its director and started a campus fund drive.

"Every trustee and every employee has contributed," Smith says of the home-grown effort, which raised \$6,000 in 1994. "We figure if we don't support ourselves, we can't expect anyone else to."

There are signs that the strategy is beginning to pay off. Smith and Altieri have raised \$250,000 since April for a new classroom and learning center. The Anson County Board of Commissioners has promised another \$250,000 for the project, and Smith is confident that the college will be able to raise the \$2 million in private funds needed to match \$2 million in state money for the building.

If development programs like Smith's are in the minor leagues of community college fundraising, Central Piedmont Community College in Charlotte has hit the majors. With 62,000 students, the school is the largest two-year college in the state.

Founded in the mid-1960s, the foundation's board of directors includes representatives from NationsBank, First Union and IBM, as well as Charlotte's Blumenthal and Belk foundations.

"We have all the big guys," says the foundation's director, Brenda Lea, who competes with the likes of the University of North Carolina at Charlotte and the Queen City's Davidson College for donor dollars.

If the bottom line is any indication, Central Piedmont is more than keeping up with the competition. The school's annual giving campaign raises "about a million dollars a year" for scholarships and other programs, Lea says.

The foundation is also in the middle of a capital campaign to raise \$4.6 million by the end of the year for new technology and other programs. With a pacesetter gift of \$500,000 from NationsBank, the foundation raised

\$32 million as of the end of September. The college's 1988 campaign raised \$1.8 million.

Despite her program's success, Lea says, the challenges she faces aren't that different from those of smaller community colleges. Central Piedmont doesn't have a strong alumni base to count on for support, and the college's impact on the local workforce is still unknown to too many employers.

"Many people in management aren't in touch with the kind of employees in their company who may get their training at CPCC," says Lea. "We go to companies and they are surprised by the number of their employees who have taken classes here."

The key to the success of community college fundraising, Lea says, is to understand the needs of employers in the school's region and to base fundraising campaigns on those needs. If employers need computer training for their workers, for example, a community college might think about a campaign for new computers. With these kinds of tie-ins, says Lea, it is easier to convince employers that they aren't donating money, but rather are investing it.

"I like to think of it as enlightened self-interest," she says.

Lea concedes that Charlotte's large base of wealthy employers makes it possible for her to raise the kind of money that Judi Smith at tiny Anson Community College can only dream about. But Lea insists that focusing on the needs of employers is a winning strategy for community colleges - regardless of size.

Sitting in front of her beloved computer, Smith and Lea share something else besides fundraising strategy: They aren't going to take a back seat to other colleges and universities anymore.

"We aren't as quiet as we used to be," boasts Smith. "We're blowing our own horn more and more."

GRANTMAKING

CONTINUED FROM PAGE 6

time of large-scale change."

The report urges foundations to reorient their grantmaking towards support of community organizing as an antidote to proposed cuts in federal safety-net programs and restrictions on nonprofit activities.

Other suggestions from those interviewed for the report include raising the 5 percent charitable payout rate required of private foundations; establishing a "sunset provision" to limit the life of foundations; and creating a commission to report on foundation practices and recommend changes.

Although he had not seen the committee's report and could not comment on the details, Tom Lambeth, executive director of the Z. Smith Reynolds Foundation in Winston-Salem, has not noticed any generalized reluctance to fund grassroots organizing.

"I've just come back from a three-day meeting with folks that are fund-

ing in the environmental arena and I found, if anything, more people are talking about those kinds of issues - even foundations that are not characteristically involved in that kind of advocacy for the environment," he says.

As to whether foundations should respond more actively to policy changes in the political arena, Lambeth says they should first remember their role as independent organizations.

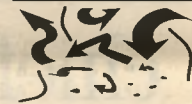
"I think we need to have a thoughtful response," he says. "We ought to be deciding how we respond and not being told how to respond or swallow somebody else's idea about what our role is. We exist as unique kinds of institutions and the excuse for our existence is what we ought to be constantly asking ourselves about. That is, why were we created and are we becoming something other than those institutions?"

For copies of "Foundations in the Newt Era," contact the National Committee for Responsive Philanthropy, (202) 387-9177.

USE VIDEO TO:

- Build your membership base
- Educate the community
- Recruit and train volunteers
- Create compelling PSAs
- Transform your fund-raising!

New Context Video Productions



SCOTT BARBER
924 Chapel Hill Road
Pittsboro, NC 27312
(919) 929-3058

CAN HELP SECURE VIDEO FUNDING!!!!

COASTAL

CONTINUED FROM PAGE 3

The North Carolina Coastal Federation's "Coastal Review '95," which was released during the forum in October, summed up the situation with a coastal report card: Hunt and his administration received a "C-minus," the General Assembly a "D," local governments a "D+," and citizens a "B."

"It's a sense of frustration that we're not moving forward fast enough to really address the issues we're facing," says Todd Miller, the coastal federation's executive. "Somehow I don't think we've translated what I think is deep public concern about the environment into effective public policy."

As Richardson Preyer, a former U.S. Congressman who headed the Coastal Futures Committee, said during the forum, "It's really up to us to do the rest of it."

By educating foundation representatives about the pressures faced by the coastal region, the forum conveners hoped to raise their awareness and interest.

"That was the purpose, and that was the positive outcome," says Pricey Taylor, a trustee and treasurer of one of the conveners, the Kathleen Price and Joseph M. Bryan Family Foundation in Greensboro. "Whether that gets channeled into something is yet to be seen."

But the coastal forum already appears to have triggered some momentum.

After seeing the dead fish from the Neuse River and hearing about the toxic algae that is killing them, Tom Lambeth, executive director of the Z. Smith Reynolds Foundation in Winston-Salem, another convener, faxed a message to Hunt.

The letter stated concern about the problem and asked "that [Hunt]

and his people look hard at the information they were receiving."

Joe Kilpatrick, the Reynolds foundation's assistant director, says better-informed funders are more likely to be motivated to do something about the problems.

"These funders, more often than not, are civic leaders, and they have considerable political influence that goes along with it," he says. "It's natural for them to put their political influence into play to protect the coastal environment."

A key challenge will be to take action other than making grants, says Bill Massey, the Bryan foundation's executive director.

"What I heard a number of presenters explain is that it is not a question of money," he says.

Instead, the problems stem from the way the system is set up, the way regulatory agencies are run and the inability of various, overlapping authorities to coordinate their efforts.

By demonstrating the breadth of the problem, conveners also hoped connections between the various philanthropic interests of the foundations and coastal initiatives would attract new supporters.

"I think any time you have a problem as complicated as the coast, there's lots of different ways you can participate in the solution," says Mary Mountcastle, president the Reynolds foundation's board of trustees.

Several funders contacted after the forum say they will be looking into ways to support coastal protection initiatives.

For example, Elizabeth Fentress, executive director of the North Carolina Community Foundation in Raleigh, is interested in bringing the message to more people.

"I would hope a wider net of education would be cast and we would be happy to play a part in that," she

says.

The fallout of the Neuse River fish kills - which took place both during and after the forum - demonstrates that when individuals and groups come together and voice strong concerns, state officials will eventually respond.

On Oct. 6, state authorities declared an unprecedented health warning for the lower Neuse River. The next week, the Hunt administration and state Sen. Marc Basnight announced three new initiatives to begin cleaning up the Neuse River and other waterways. The action included the temporary closure of a 10-mile section of the Neuse near New Bern to commercial fishing.

But as funder Fred Stanback said at the close of the forum, time is running out to take action. In 20 years, he said, one will still be able to fund symphonies and the arts.

"If you don't save these beautiful natural places, they're going to be gone forever. You only have one chance to save them. Music will be around forever."

In addition to the Reynolds and Bryan foundations, conveners of the forum included the North Carolina Community Foundation, the Blumenthal Foundation in Charlotte, Fred and Alice Stanback, and L. Richardson and Emily Preyer.

The North Carolina Coastal Federation in Newport helped to plan the program and provided logistical support. The other environmental groups involved in the forum are the Neuse River Foundation in New Bern, the North Carolina Coastal Land Trust in Wilmington, the North Carolina Environmental Defense Fund in Raleigh, the Pamlico-Tar River Foundation in Washington, and the Southern Environmental Law Center in Chapel Hill.

O'HERRON & Company, Inc.

INVESTMENT COUNSEL

3301 Woman's Club Drive,
Suite 148
Raleigh, NC 27612

PHONE (919) 571-7722 FAX (919) 571-7889



J.D. MORGAN ASSOCIATES

Strategic Program Development & Communications

Helping Clients Invest Resources Efficiently

- Corporate Community Affairs
- Public/Private Partnerships
- Strategic Planning
- Key Audience Communications
- Meeting/Conference Facilitation

8612 Seagate Drive, Raleigh, North Carolina 27615
Tel 919.518.2221 ■ Fax 919.518.2492 ■ Internet: JeffersonM@aol.com