

Good Practices in Resource Development
A review of Students findings

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Background:

The list of organization that was reported did have a variety of source for their fundraising process. The data presented on the reports were from organization websites and 990 forms, just few organizations as San Anthony foundation, CDSF that do not posses 990 forms. The mission and the field of activities for all organizations is very interesting and complex. The way in which these non-profits or foundations make their way is noted by Maxwell (2003) “at its hear, fund raising is really about people”. Because nonprofits exist to support people and people make decisions about which causes they will support. (p.161). All these organization have many people that are supporting them with fundraising process, aligning with the mission achieving their goals.

As Rosso (2003) for the Fund Raising concept defines why an organization exists, involving the governing board, incorporating this theme into the management systems, understanding that philanthropy is voluntary, and having pride in asking for a gift. (p.15) The organizations that I reviewed incorporated their mission, management and had pride on asking for more funds to meet the needs of their constituencies.

In Table 1 Findings from organizations ,are presented few of their characteristics, why the organization exist, the governing how they have the support, governing board and where they are seeking future funds. as been merged in the organization on the Table 1and explained in the following article. The table presents an extract of data from articles.

Table 1. ¹ Findings from organizations

Organizations Name	Field of activities	Public ² support	Government	Board involved	Where they are seeking funds
WISE	Hispanic Women's	85	15	Yes	Connect with new donors, government agencies. They had 100 solicitors
MBH	Children and foster care system	15 %	85	Not fully	Capital campaign. They would like to be a brand name in CA social services.
Green light Institute	Low income , homelessness	10% decrease	No	No	Individual donors and diverse the sources
First Place fund for Youth	Foster children	50%	50%	Yes	Diverse fund base
Room to Read	Schools for children in Nepal	First incomes	NO	Yes	Focus on Individual donors , diversify the funding sources
UWBA	Community	Pledges payrolls	No	No	Individual , board to be more active , donor valuables
About Face	Girls & women's	Agape , number1	No	Yes	Increase money from foundations (75%)
SFAF	Advocacy/patient with HIV/Aids	85 %	15 %	Yes	Diversify donors and events and private giving is more important than before
CARE	Disaster relief & community	50 %	50%	Yes	Individual and diverse donors
Rainforest Action Network	Environment - forest and its inhabitants	63	37 grants	No	Individuals and donors
CDSP	Church	fees	No	Not	Individual donors and diversifying donors base.
San Anthony Foundation	Foundation	3.30%	No	Yes	Younger donors, corporation and foundations
EBCF	Foundation	Primary	No	Yes	
Jump star for young children	Children, adults and families	11	56%	Medium	Individual giving ,diversify and sustainable funding base
Red Cross	Disaster relief	united way	No	No	Coordinated and strategic manner
Global fund for women	International women's rights	Primary	NO	Yes	Individuals and diversifying the donor base

General findings

A) Plan to succeed and Sources of fund raising, methods

It is part of their own plan to succeed on all non- profit organizations today that is reflected in their strategic plan of fundraising.

¹ Some Organizations names are abbreviated :WISE- Women's Initiative for Self Employment ; MBH- Moss Beach Homes ; SFAS – San Francisco Aids Foundations ;CDSP –Church Divinity School of the Pacific : EBCF- East Bay Community Foundation ;UWBA –United Way of Bay Area; CARE – Cooperation for Assistance and Relief Everywhere.

² Public support for this assignment purposes will include: foundations, corporate, individual, bequest, in kind support.

As Seiler (2003) noted “analyzing market requirements” is a test validity of the nonprofit proposed solution to the human or social problems it addresses. Therefore, the market validation is crucial to successful fundraising. (pg. 26) All the organizations have been testing their solution and through their analysis have been adapting with the market.

The supply side approach, understanding the values, interests, and needs of donors has always been important to fundraising but is even more important to success of nonprofit organizations today (Tempel, 2003) And the demand side the organization and their proposed solution to the human or social problems . The GFW was a great example how organization has been balancing this need from the demand , no other organization had such an global impact on women’s right and the supply side , increasing their budget from hundred of dollars in 1987 to more than 20 million dollars in 2005. This is a good practice on fundraising process.

On the report of WISE organization, effectiveness on transmitting the message to the donors is very important for non-profit organization that is a way of planning.

The Individuals, corporate, foundations, government serve as the sources of fund raising Direct mail, the internet as fund raising vehicles, special events as methods. From the readings, and the Table 1 presented the major source of fundraising almost 70 % of organizations dependents on Public support as: individual donors, corporate, Foundations, supports in kind and only 30 % of the above organizations have Government as their primary source. Young (2007) notes that religious groups receive the lowest share of their income, 1 percent or less, from the government (p.27).

Majority of organizations do have their methods as direct mail on CDSP .The internet is becoming very convenient fundraising vehicle for many organizations that are working abroad or locally and 100 of those foundations or organization work very hard to maintain through their methods the donors.

Diversifying its funds, good resource when government money are decreasing as we learned in our class is a perspective to search other sources. WISE have a good strategy on increasing resources toward: Foundation 33 %, Individuals 21 %, Events 16%, the same incomes from Corporation and Government at 15%.

B) Organizational strengths and managing the fundraising program

One of the most common findings has been believing on mission and values of the organization .“Each staff members belief in and commitment to the mission of empowering and improving the quality of life for low-income and communities of color is also an integral factor” (Green Light Institute)

About Face organization, they incorporate the mission in driving fundraising efforts. They had 60 % of their total budget form selling online: posters, t-shirts,

Based on Tempel (2003) has noted, “Fundraising success depends on an organization’s ability to adapt to surrounding conditions” (pg.32) This finding applies mostly to all organizations that used to rely on government money , now they have to adjust their sources of revenues.

As we know from the reading (Tempel, 2003) the board has a direct responsibility to press for success of the organizations fundraising programs (pg36). From Table 1, we

do have some organizations that the board is not fully involved on the fundraising process and it has been a trend on their decline of revenues as in case of Red Cross or UWBA. The surrounding conditions did affect their fund sources but the Board has its part too.

Accountability – All foundations and organizations reported seems very accountable toward their constituents, donors and demonstrates good stewardship of its mission and its human and physical resources. “It is expected that foundations and other non-profits should be operating in a more business-like manner. Donors want to see that that their money is being used wisely and getting results.” – from a interview in the ECBF report. I found this statement very interesting and in alliance with the accountability .Most of the organization are holding themselves accountable for their actions. It is a good practice that can serve new grass root organizations.

Tempel (2003) also mentioned that organizations that respond to changing needs by making dramatic alterations to their own institutional value systems also risk their future. (pg32) Few organizations did have to respond to changing needs and there are facing challenges on fund raising sources. The decline trend on funds for few more years might face as Temple mentioned risk their future.

C) Building blocks for successful fundraising

Endowments, capital campaigns, annual funds, volunteer involvement.

UWBA knows in the Bay Area for its capital campaign on November and in my private company, we all fill the pledges for United Way. As Pierpoint (2003) noted

“pledges are emphasized as commitments payable over a number of years to the donor.

(pg118)

In November 2005, the GFW announced the successful completion of its \$20 million “Investing in Women Campaign”, which includes the largest endowment ever supporting women's programs around the world. A very successful campaign that has become a model for other nonprofits. The GFW has been created in 1987, but had an increase in trend on donor sources.

Challenges

- Few organizations have faced that government money has been decreasing during the last years as WISE and MBH
- Lack of fundraising experience on the staff board and looking for resources outside the organization. Hiring outside consultants with an experience on fundraising.
- Unrestricted vs. restricted money. Many organizations prefer the first part unrestricted money but donors are focusing their money in the cause rather than supporting the way how to get to the cause.
- Board members were not involved in fundraising process as they should be. (Green light)
- Changes on the environment, as student enrollment for the CDPS classes, part of it is learning process online. Other changes on the environment were for the Red Cross and UWBA.
- The expectation for a future decrease on Foundations money due to the conflict with their passion and level of confidence. (Green light)
- Even though CARE has been in existence for more than 60 years and is very successful in other aspects of fundraising have some opportunities on special events on building blocks for success.
- Launching new internet donation next year by CDPS

Good Practices

As Temple (2003), non-profit organization should be open system while being true to their mission and understanding the dynamics of their external environment. (pg39)

- Diversify the donor's base. A common observation from all the organizations. Most of them are having different donors but the changes on the interest of

donors are increased, at the same time organizations cause is spreading in more areas .As, I mentioned it above the supply and demand side.

- The future source for most of the organizations will be the individuals. As Maxwell (2003) noted “people give to people with causes” is evident in many organization be focusing on individual donors. This idea is fully supported from the literature.
- Boards of Directors are involved on fundraising. The vision of the board or the CE/CO. (knowledge on using press and attract more donors on their successful stories. The CEO is the key in the fundraising process as a link to the board and to represent the organization in engaging donors and prospects (Tempel, 2003).
- Strategic planning, another great tool of nonprofits. Effective fundraising depends on effective planning and rigorous execution- actually, more planning than execution (Seiler, 2003).
- Educating grassroots and communities that are passion for the “cause” is a like planting seeds in places where will grow. (Rain Forest Action) From the articles, few organizations would like to be a model in California, as MBH.
- Earned income model as a step forward for not depending in other revenue resources was successful for some organization.
- Commitment to the mission and the organization as a whole. As Maxwell (2003) mentioned the LAI (linkage, ability and interest), principle in an organization can determine who will be the prospective donor. The history of many organizations and their existence from couple of years to 100 years is great presentation of their work.
- The linkage with community for having a stable environment for good businesses. The organization that makes itself as transparent as possible, holds itself accountable to its constituents, and demonstrates good stewardship of its mission and its human and physical resources can engage in fundraising from a position of strength (Tempel, 2003)
- Professional staff, in most of the organizations the chief executive offices (CEO), individuals in charge of fundraising , finances are capable people which they provide organizational strength (interviews and Tempel 2003) The business people on the board that brings business and managements skills and increase the network around the world. They are part of Human Resource of the organization that holds accountability and responsibility toward constituency, donors.
- They were not depending on “donor’s money “due to the conflict with their passion and level of confidence. I think is a fundamental element that I did find

from organization that denied donors that were not aligned with the mission as Green light, CARE.

- The fundraising method is an important part of good practices. People are able to donate their money across the globe in matter of minutes. This method serves for communication , education and stewardship . As Hart (2003) noted using internet as fund raising vehicle requires an integration of all the activities of the organization (pg.259)

Few ideas outside the box:

The Greenlining Institute has managed to instill fear in corporations and foundations that refuse to contribute to the organizations work; through poor media exposure, scathing letters, and diplomatic tongue-lashing.

In conclusion, I would like to say that most of the organizations are doing a great job on fundraising process. It has been showing a great number of constituencies served and increasing the list of donors. There are challenges faced but are part of the rapid changes on the environment. Fundraising success or failure is often related to organizational dynamics rather than fundraising strategies (Tempel, 2003) and all the organizations have their dynamic which makes them different from each-other but with a unique purpose, serving, advocating for human needs.

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