

GG+A Quarterly Review

Philanthropic News & Analysis

Volunteer Ranks Growing

Institutions Seek to Increase Involvement and Strengthen Relationships

A recent study by the Corporation for National and Community Service found that volunteer service has reached a 30-year high in the United States. *Volunteer Growth in America: A Review of Trends Since 1974* (December 2006) reported that the adult volunteering rate rose sharply between 1989 and 2005, increasing from 20.4 percent to 27 percent over the last 16 years with three groups fueling the growth: older teenagers, mid-life adults ages 45 to 64, and adults over 65.

Studies such as this one examine the full range of volunteer activity on behalf of not-for-profit institutions, from the surge of walk-, run-, and bike-a-thons to benefit healthcare and social service charities, to the highly visible, labor-intensive auctions that fuel the operating budgets of many independent schools, to the guilds and advisory groups whose special project

fundraising is critical to cultural institutions and hospitals, to the traditional array of committee and class representative positions that support alumni associations at public and private colleges and universities. Meanwhile, as more secondary and postsecondary institutions encourage community service as an integral component of the educational experience, not-for-profit institutions scramble to devise opportunities for engagement to accommodate the many Americans who report less time available for pursuits outside the basic requirements of work and family.

The focus of this issue of the *GG+A Quarterly Review* is not the full range of volunteer activity, however, but specific questions: to what extent are not-for-profit institutions engaging volunteers directly in fundraising? What's the current situation regarding the balance of responsibility between staff members

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Reflections of An Extraordinary Volunteer

Recently honored by the Association of Fundraising Professionals as volunteer of the year, Robert Murley, vice chair of Credit Suisse, First Boston, has engaged in an extraordinary range of volunteer activities. Currently, he is co-chair of the \$1.75 billion Princeton University Campaign and chair of the Board Leadership Committee for Children's Memorial Foundation's recently announced \$400 million campaign, which will enable Children's Memorial Hospital in Chicago to open its new facility. He shared his experiences as a fundraising volunteer at GG+A's Client Conference in December 2007. Excerpts from his remarks follow:

"I believe that campaigns bring out the very best in all of us. They provide an opportunity for a president or a leader of an institution to articulate a vision for the institution and to encourage the community to rally around it. A campaign brings 'the family' together and nurtures new and stronger relationships with those who support the institution."

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and volunteers? Is volunteer engagement considered a worthwhile use of staff time in contemporary fundraising programs, given the size and sophistication of development staffs? Is the truism that “a happy volunteer is a better donor” actually true? GG+A presents the viewpoints of senior development officers and experienced volunteers in the U.S. and beyond to share their perspectives on these important questions.

A Passion for the Cause

As development officers comb their alumni rolls and community leadership rosters in search of potential volunteers to court, some of the most dedicated volunteers actively pursue those institutions they want to serve.

“Volunteerism and philanthropy are inextricably linked,” says Kelly Meighen, who oversees the **T.R. Meighen Family Foundation** in Toronto, Ontario. “The closer an institution can become to an individual, the more emotionally involved an individual will become with the institution,” says her husband, the Honorable Michael Meighen, co-chair of the \$750 million *Campaign McGill: History in the Making* for his alma mater, **McGill University**, where he serves on the board of governors. The Meighens, two of whose sons attend McGill, have directed their \$5 million gift to student advising and support programs. Senator Meighen cites Canada’s **Stratford Shakespeare Festival**, an organization that his family has supported since 1953 and that both he and his wife formerly chaired, as another personal example of emotional involvement. “Our support of the festival has been one of the most satisfying and happy experiences of our public lives. We fell in love with the institution and the people who run it.”

The Meighens’ philosophy is supported by an Independent Sector report, which makes a strong connection between giving and volunteering. *Giving and Volunteering in the United States, 2001* finds that “Volunteers are people who see firsthand the good work an organization does... Volunteers also understand the organization’s need for money with which they perform their services and conduct their programs, and they understand how the money is spent and the resources allocated. Volunteers are prepared to support their organizations with both time and money, and will do so if asked.”

Similarly, the American Association of Retired Persons, in a study of volunteers and donors over age 45, reports that fully 92 percent of volunteers it surveyed made a donation to organizations, causes, or individuals, with the level of giving mirroring the regularity with which individuals participate as volunteers.

Exemplifying that connection, John Boler, founder and chairman of The Boler Company in Itasca, Illinois, traces his philanthropic roots to “when I was in the second grade and collected canned goods for poor people.” Today Boler is chairman of the board of trustees of the **American Cancer Society Foundation**, and his generosity includes gifts of \$16 million to **John Carroll University**, \$20 million to

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GG+A is the leading international consultancy to fundraising institutions and organizations of all sizes and the foremost authority on fundraising best practices. The goal of the *Review* is to provide timely information about issues and events that are relevant to philanthropy.

The *Review* is available for download at www.grenzebachglier.com and via e-mail upon request. Comments, questions, suggestions, and topics of interest are welcome. E-mail us at gga@grenzglier.com.

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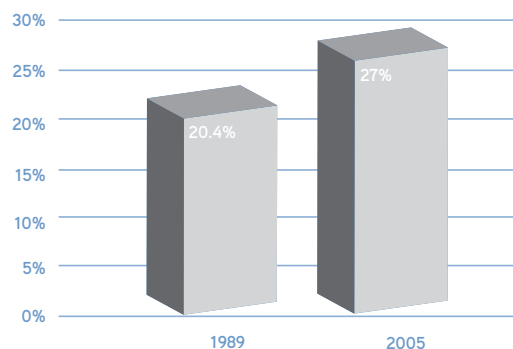
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Rush University Medical

Center, where he is a trustee and member of the Leadership Gifts Committee for Rush's \$300 million capital campaign, and \$6 million plus to the Illinois Division of the American Cancer Society. Boler became involved with the American Cancer Society after he lost a sister-in-law to cancer and after his wife's mastectomy from the disease. "The American Cancer Society didn't have to give me a sales pitch," says Boler. "Organizations must find people with a history of involvement and a desire to support the organization. The more planning, retreats, and brainstorming you can do to uncover them, the more successful you will be."

After losing an infant to a rare and fatal heart defect, Lynne Garbose began volunteering with the Philadelphia **Ronald McDonald House** in 1990 and became interested in the **Children's Hospital of Philadelphia (CHOP)**, where she now co-chairs the \$400 million *Hope Lives Here Campaign*. "I was a supporter of Children's Hospital for many years. Gradually I started attending more events and introducing myself to more people. I initiated a conversation, expressed my interest, and was placed on the board's development committee four years ago."

Adult Volunteer Rate (age 16+)
(1989 to 2005)



Source: Volunteer Growth in America, A Review of Trends Since 1974, Corporation for National and Community Service, December 2006

For independent schools like **The Shipley School**, a pre-K to 12 co-educational day school in Bryn Mawr, Pennsylvania, the volunteer recruitment process is fundamental. "We send a brochure to families and alumni that describes the many ways to be involved in the life of the school," says DeDe Brown, director of external relations, whose staff supports more than 200 volunteers a year engaged in the annual fund and special events, including parents of current and former students, alumni, and grandparents. "In addition to reaching out to all new families through our Web site and special events held early in the school year, we make special efforts to connect with families who are identified as strong volunteers at other institutions or who we think can be strong supporters of our school to involve them early in a volunteer capacity."

Tom Balderston, president and CEO of the Mid-Atlantic Capital Alliance in Philadelphia and a board member and current parent at The Shipley

School, has also served his alma mater, **Williams College**, in a number of roles over the years, from class officer to chair of the alumni fund. Balderston believes that "...participation at any level is meaningful. If someone gives a little time or money for a few years, they are more likely to respond favorably in the future."

A Call to Action: Motivating High-level Volunteers

While high-level volunteers often make financial commitments to institutions, one recent report asserts that board members of non-profit organizations are not doing enough to raise money. ("Trustees Don't Do Enough to Help Charities Raise Money, Study Finds," by Elizabeth Schwinn, *The Chronicle of Philanthropy*, November 8, 2007).

Only 40 percent of charity board members feel comfortable asking other people to donate to their organizations, and, on average, only about three quarters of board members

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donate money themselves, according to the report by BoardSource, a Washington nonprofit group. “Fundraising is the No. 1 area of board performance that needs to be improved,” said Linda Crompton, president of BoardSource. “The nonprofit sector needs more board members who understand their fundraising roles and are willing to take an active part in the sustainability of their organizations.”

Kelly Meighen feels strongly that “staff must be absolutely clear with volunteers about expectations. Volunteers must see board membership as a responsibility and a privilege, and institutions must be confident enough to say, ‘We need you to commit to this organization.’”

From the onset of his chairmanship

of the American Cancer Society Foundation, Boler began looking at a new format that would enable the board to “be more productive.” He decided to recruit some high-profile individuals with instantly recognizable names. “These individuals will not be honorary members; we will spell out specific expectations for them.”

Boler attests, “It is not sufficient to just give money, you have to give of yourself. Across the board, we can all raise more money with the right people in place. I say, ‘Fire a rifle shot and go after as many volunteers as you can.’” He adds, “The most common comment I hear is this: ‘We were never asked.’”

Peter Hansen was the **New Jersey Performing Arts Center’s**

(NJ PAC) first vice president for development and returned to that post two years ago after stints at **Bowdoin College** and the **Nelson-Atkins Museum of Art**. Hansen is “refurbishing” the center’s high-level volunteer leader structure: a 43-member board of directors and a 75-member council of trustees. “Several longstanding board members have retired from their careers and are considering retiring from the board,” says Hansen, who dubs it a “generational transition point.”

With less than one third of the board engaged in the fundraising process, Hansen says, “We are emphasizing fundraising responsibilities more clearly than in the past.” New board members will be interviewed about fundraising experience, and the board’s new nominating and

Reflections of An Extraordinary Volunteer

*Excerpts from remarks
by Robert Murley*

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“It is easy to ask people for money on two conditions: first, if you believe passionately in the cause, and second, if you are prepared to make a stretch gift yourself. You cannot be a successful leader of others if you haven’t passed those two tests.”

“The secret of fundraising is to find a way to connect the heart and the mind. When a donor is intellectually engaged in a cause and the cause touches the heart, magic occurs.”

“When you speak to people about philanthropy, you really have a chance to touch their soul. You have a chance to learn about what motivates and inspires them. In the process, you often find a new friend.”

governance committee will conduct annual evaluations of peers and their fundraising performance.

Michael Griffinger, senior director at the Newark, New Jersey law firm of Gibbons P.C., has served on NJPAC's board for 12 years and chairs the new committee. He says expanding the volunteer base is critical. "We want a good cross section of potential donors and artists. We are looking for corporate leaders as well as other people with stature in the community who can enhance our organization."

"Board members have to be ready to make the call and excite interest for the organization," adds Griffinger, who has headed fundraising efforts for the **Legal Services Foundation of Essex County, Volunteer Lawyers for Justice,**

“The nonprofit sector needs more board members who understand their fundraising roles and are willing to take an active part in the sustainability of their organizations.”

Fresh Air Fund, and Greater Newark Holiday Fund; served on the board of visitors and chaired several reunion committees for **Columbia Law School;** and served on the Major Gifts Committee for his 50th reunion at **Cornell University.** "Volunteers must be creative in making their solicitations. Use vehicles like matching challenges, and show off your institution through private tours

or events. The more imaginative and creative, the better."

The board is mandated to give at CHOP, and Garbose sees her goal as "making fundraising a more important component for the board." She notes, "Money is still a dirty word on many boards. The differences in the wealth of individual board members do not mean that everyone can't be networking for the organization."

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"Great wealth is being created at a very young age on Wall Street. However, although many young people have become enormously wealthy, they have not matured in terms of philanthropic attitude. The key is to find ways to teach them at an earlier age to develop a philanthropic philosophy. Think long and hard about their interests and find a way to connect them with the mission of your institution. Once you get people engaged on an intellectual level, and they really feel they are making a difference, the gifts will follow, but you can't go to the solicitation first."

"Keep looking for people who are passionate about your cause. If they are naturally passionate and willing to give of themselves, they will grow with you. It is nice to have people in their 50s and 60s, but you need to start making investments in people in their 20s and 30s. That's how you will find people like me. I started as a Princeton class agent when I was 25 years old." ■

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At the **Zoological Society of San Diego**, Board President Berit Durler recalls when she joined the zoo board a decade ago. “There was no expectation of a financial commitment by board members. The giving of time was sufficient.” Two years ago when Mark Stuart, former associate dean of development at the **University of Pennsylvania School of Veterinary Medicine**, joined the zoo as chief development and membership officer, he quickly recognized the need for elevated leadership. He and Durler began recruiting members for a new foundation to broaden high-level volunteer participation. “This foundation will serve as the major friend- and fund-raising arm for the zoo,” says Stuart, who serves as president of the foundation. “All 25 members will hold important corporate and/or individual leadership roles as we prepare to launch our first comprehensive campaign.” Stuart has developed position descriptions that include annual gift minimums of \$10,000, three-year renewable terms, and commitments to host annual events and behind-the-scenes tours. “We want to bring in a number of board members from the Orange County and Los Angeles areas who have nothing like the Zoological Society in their own backyards,” says Stuart.



"I DO THE MISSION AND VISION. YOU DO THE ASK. HE SAYS, 'YES! WHAT'S NOT TO UNDERSTAND?'"

All 44 board members of the **Woodland Park Zoo** in Seattle, Washington have participated in the quiet phase of its *Our Zoo, Our World Campaign*, says David Wu, vice president of development. “Our requirements for development are clearly stated during recruitment of new board members. They are expected to make introductions to special friends, engage in building key relations, and serve as advocates and ambassadors for the institution.” Their development team sponsors a formal board training program that has covered such topics as estate planning, family philanthropy, and storytelling to help members better articulate the zoo’s story. “The zoo provides a powerful platform for philanthropy because kids understand it, parents have a deep interest in the education and conservation mission, and grandparents can travel to see our conservation programs,” he explains. “We are working with

board members and community leaders on using family philanthropy to generate interest in giving.”

Diane McKeever, senior vice president of philanthropy and chief development officer at Rush University Medical Center, is fortunate to work with an active board of 86 voting board members and life trustees who are responsive and focused. “It adds so much more heft when someone influential makes the ask and is willing to open himself or herself up to the possibility of a reciprocal ask.” Still, she is always looking to cultivate new blood. “We have set up volunteer opportunities for up-and-coming leaders in the city,” by establishing a board for young civic leaders as well as leadership committees that focus on specific diseases (cancer, heart and neurological diseases, and others), with development officers serving as staff liaisons.

Greater collaboration among board members can lead to greater fundraising results. With only weeks to go before publicly announcing a major comprehensive campaign, Steve Birrell, vice president for alumni relations and development at Williams College, was still without a campaign chair. "We knew the chair had to be a trustee or someone who could become a trustee, but none of the obvious leaders were willing to commit to a five-year term," recalls Birrell. Today, *The Williams Campaign*, which exceeded its \$400 million goal some 18 months before completion, is led by five co-chairs, from the Class of 1958 to the Class of 1979. They represent various areas of the country, as well as the 25th and 50th reunion class programs that are central to Williams' traditional fundraising structure. The co-chairs have alternated as point persons for each of the campaign's five public years. "The dynamics are working extremely well," relates Birrell, who acknowledges that the increase in two-career families and life's accelerated pace are limiting the time even the most devoted volunteers can share.

For The Shipley School, the biggest challenge continues to be finding volunteers committed to the school who are willing to ask for major gift support beyond the annual fund. "Typical of independent day schools,

"It adds so much more heft when someone influential makes the ask and is willing to open himself or herself up to the possibility of a reciprocal ask."

we have historically relied on volunteers to make major gift solicitations, and this peer-to-peer approach remains the most powerful formula when we have the right volunteer," Brown explains. "A subtle shift has begun to occur as we on the staff partner more often with volunteers to give them greater confidence in doing solicitations. This trend will continue with more staff taking on the solicitation of prospects without volunteer support."

Brown observes that some high-level donors want to remain anonymous about the level of their own commitments and are, therefore, less willing to ask others. "Greater Philadelphia is like a small town where major wealth is well known and documented. There is hesitancy among some volunteers about what will be expected from them in turn if they ask their friends or colleagues for support."

"Volunteers must go back to basics," states Balderston. "It is easier to

ask if you are committed yourself. In thinking about how I might stretch my family's capacity, I take myself through the solicitation process. Once I've gone through it, I am better prepared to describe to other donors why they might make their gifts."

Beyond the Board: Expanding the Volunteer Base

With competition intensifying for public and private support, engaging volunteers with a variety of connections is critically important. At the same time, organizations continue to look for innovative ways to bring new volunteers into the fold.

To build its volunteer base, Woodland Park Zoo "will be recruiting volunteers to join one of eight campaign initiatives such as education, conservation, or animal care. Our new campaign structure allows those with the background and inclination to be more heavily involved in fundraising to do so,"

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helping to augment the board's role in the overall success of the campaign, explains Wu.

The Zoological Society of San Diego is looking to engage more volunteers by changing the board's traditional committee structure to a "council" structure of trustees, staff, and community members. "Councils make for a more collaborative process and more collegial working relationships between the board and staff," says Durler, who cites a new Conservation Innovator Council for external constituents "to help us look for new ways to tell the zoo's success story."

Stuart is thinking critically about volunteer roles throughout the zoo. "We are creating new position descriptions for volunteers, many of whom have longstanding relationships with the Zoological Society," Stuart notes. "Term limits for leaders will be an important component. We are putting systems in place to recognize volunteer accomplishments and provide opportunities for others to take volunteer leadership positions."

At Williams, the annual giving staff support the 1,400 volunteers who serve as class agents in its highly successful, volunteer-intensive annual fund. "Each class has a head agent and associate agents who recruit other volunteers with input from our office," says Birrell, who ensures that each volunteer receives the necessary tools and can attend on-campus gatherings to prepare for annual fund assignments.

Others benefit from more loosely affiliated volunteer networks. "We have a lot of people in the community working directly or indirectly with us, many holding events to benefit the hospital, from bake sales to golf tournaments. Our volunteer leaders throw the net as far and wide as they can," relates Robin Austin, executive vice president of development for CHOP, who reports that the hospital is as attentive to volunteer groups that raise \$10,000, \$50,000, and even \$100,000 annually as it is to major donors and volunteers.

In some instances, volunteers are so magnanimous that institutions have little incentive to reach beyond their

trustees. "It is a blessing that our board has been incredibly generous," says Alexandra Wheeler, associate director of development at the **Whitney Museum of American Art**, who adds that the museum has overly relied on this group in the past to reach annual fundraising goals. "As we look to the future, the institution is undertaking a concerted effort to broaden its base of support and volunteers with the creation of a major gifts program," describes Wheeler. "Currently, we do recruit outside individuals to help with the cultivation process." Wheeler says those volunteers—artists and art world insiders—give donors access to internationally renowned works through private studio and collection tours.

Support Makes a Difference

From secretarial support to technological assistance, volunteers need access to staff resources and rely heavily on staff for critical follow-up. McKeever recalls how one local leader in Chicago describes fundraisers, for good reason, as "professional nags." "It is sometimes hard for the staff, but they need to keep the agenda going. This is not the donor's or volunteer's day job," she says. "Everyone has good intentions. They just need to be gently reminded."

At NJPAC, Hansen says, "We want volunteers to feel comfortable in their roles as major gift fundraisers

“If your volunteers are mobilized, but staff support is unavailable, things can get imbalanced in both directions.”

and to be willing and able to engage prospects in meaningful conversations. To support our leadership, we provide in-depth donor research, a briefing meeting, and preparation of a briefing paper and talking points.” He is now facilitating an e-mail communication platform designed especially for board members.

went from raising \$30,000 to more than \$300,000 with corporate sponsorships solicited by the staff.

Although independent schools have traditionally relied more heavily on volunteers supported by much smaller staffs than colleges and universities, Brown and her colleagues at other schools are finding

things can get imbalanced in both directions,” says Balderston. “Staff can provide a stronger sense of connection to the development process and to the cause, and they can capitalize on volunteer energy through training or mentoring.”

“We are increasingly staff driven and staff dependent,” says Birrell. “Few volunteers are truly comfortable as large gift solicitors, but they are great door openers and good high-level representatives of the institution.” Birrell recognizes, “Even the savviest solicitors are sometimes uncertain with questions, so it is important to have staff members at solicitations.”

Increasingly, staff members must complement the roles volunteers play with other donors, says Kelly Meighen. “Volunteers come and go. In a down period between campaigns, the staff must keep stewarding at the highest level.”

One growing source of frustration for volunteers and staff alike is the need for timely online reporting. “Our class agents need to know how individual class members are doing. Technology is never fast or responsive enough, especially for younger volunteers who want us to be as sophisticated as Amazon.com,” says Birrell, noting the constant need to upgrade information systems support.

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“We want volunteers to feel comfortable in their roles as major gift fundraisers and to be willing and able to engage prospects in meaningful conversations. To support our leadership, we provide in-depth donor research, a briefing meeting, and preparation of a briefing paper and talking points.”

“Our staff serve as consultants to keep volunteers engaged and to keep them happy and satisfied,” says CHOP’s Austin, who describes the Hospital’s Executive Volunteer Council of Organizations (ECVO), which pulls together all the hospital’s auxiliaries and affiliated groups to review best practices and determine needs. “The auxiliaries of 30 years ago are based on a different model,” says Austin. “They are wonderful organizations, but we need to assess how to best utilize our staff resources.” For example, one guild-sponsored golf tournament

it harder to locate good volunteers who are willing to commit time. Those who do expect more staff support than their peers of just a decade ago. “Our volunteers seem to have less time to give us as they are committed to so many endeavors. Consequently and understandably, they are looking for more back-office support for things they used to do themselves, such as event planning and mail preparation.”

“If your volunteers are mobilized, but staff support is unavailable,

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Keeping Volunteers Engaged

When it comes to high-level volunteering, baby boomers are leading the charge. If those in their mid-40s to age 60 continue to volunteer as much as they have in recent years, Robert T. Grimm, director of research and policy development for the Corporation for National and Community Service, says we may experience a “service explosion.” (“Older People Lead Jump in Volunteerism, 30-Year Study Finds,” by Noelle Barton, *The Chronicle of Philanthropy*, January 11, 2007).

To leverage that potential, institutions are looking for ways to keep volunteers on the radar screen. “Many of the greatest planned giving prospects are retirees and long-term volunteers, but you need to involve them before asking for a major gift,” says Stuart. The Zoological Society is considering a docent program at the San Diego Zoo to foster new relationships and opportunities for support.

At Williams, an alumni group of 20 volunteers provides technical and marketing advice to the planned giving staff, and many classes have a dedicated planned giving chair.

McKeever notes, “In a city like Chicago, with multiple campaigns and overlap on boards, there is a lot of blocking and tackling and working with people to keep your own institution at the forefront. Staff has to do a lot of legwork to be successful.” That legwork means expending time and energy to identify, recruit, and retain volunteers, just as one would do with staff members, and then providing them with genuine responsibility, good support, and intelligent feedback.

“Volunteers want clarity. They don’t want to feel like passive recipients of knowledge,” adds McKeever. “They want to be engaged and to help bring relationships and resources to the institution. Volunteer time is a precious resource, not an infinite commodity, and you need to use it carefully.” ■

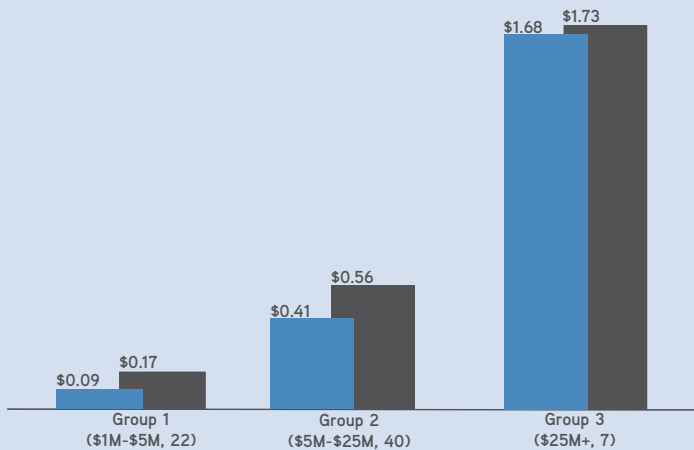
Climate is Right for Animal Causes

The Association of Zoos and Aquariums conducts an annual survey of institutions, historically focused on operational measures, such as infrastructure, attendance, revenue, and expenses. In 2007, with the assistance of GG+A, the survey was expanded to include philanthropic activity, development costs, and staffing. Among the recent survey’s notable development-related member findings:

- ▶ Zoos and aquariums rely less on philanthropy than other nonprofits. While there is a long history of private support for animal and environmental causes, significant funding has come from earned income and government support at both the federal and local levels.
- ▶ Nearly 100 percent of all institutions have an average gift of \$5,000 or less, indicating that the zoo community is focused on lower-end gifts and needs to mobilize its major gift capacity and case for support to attract major gifts.
- ▶ The top performers in three annual budget categories—\$1 million to \$5 million, \$5 million to \$25 million, and more than \$25 million—behave differently and raise more money than their peers. The greater the

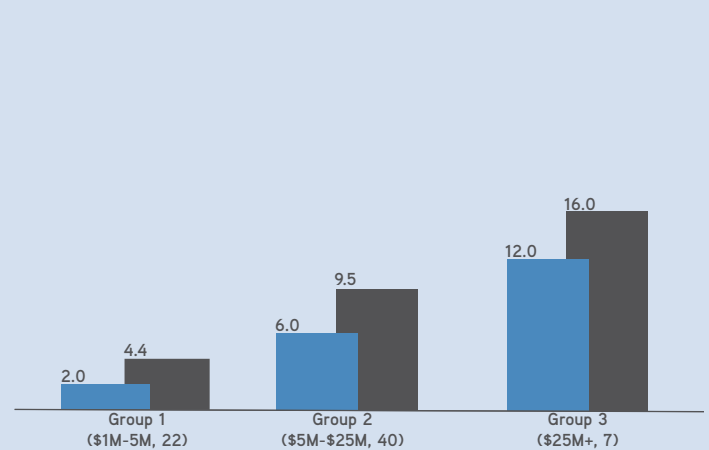
Top Performers Spend More on Development

Median Total Development/Fundraising Expenditures by Operating Budget Group (\$ in millions)



Top Performers Have More Development Staff

Median Total Development/Fundraising Staff by Operating Budget Group



Key: Top performers in three annual budget categories were surveyed: \$1 million to \$5 million, \$5 million to \$25 million, and more than \$25 million. The number of institutions in each group is indicated.

■ All institutions in group ■ Top performing institutions

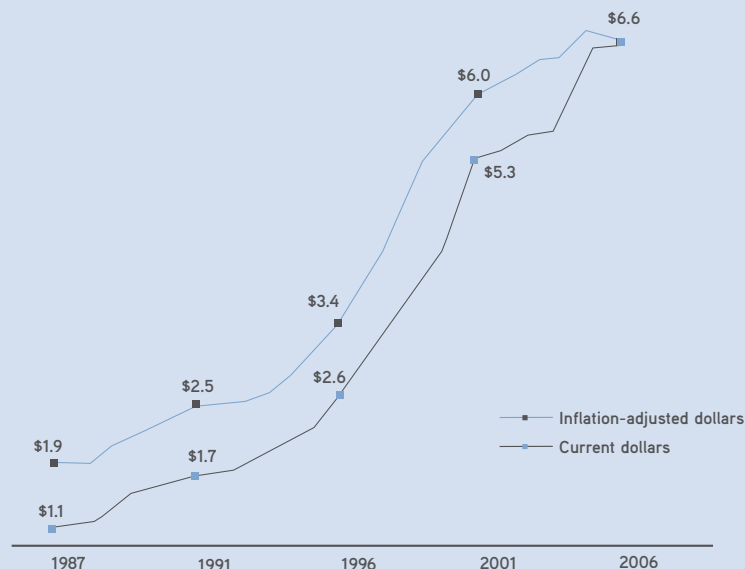
Source: Association of Zoos and Aquariums, A Rising Tide of Philanthropy, GG+A, January 2008

investment in fundraising for zoos and aquariums, the greater the return.

- ▶ Animal and environmental philanthropy have increased dramatically in the last two decades. Coupled with the worldwide emphasis on climate issues and the environment, this area of philanthropy has great potential for growth. Zoos and aquariums must be prepared to attract their fair share of that growth.
- ▶ Zoos and aquariums should be expanding their programs to advance the broader goal of transformational conservatism—an ambitious objective that changes the need and case for private support. ■

Private Support of Environmental and Animal Causes Increased Significantly

(\$ in billions)



Source: Giving USA 2007, Giving USA Foundation™

The Role of the Volunteer Fundraiser in the UK:

A Few Observations by Sir Dominic Cadbury

Sir Dominic Cadbury, a businessman and member of the Cadbury chocolate manufacturing dynasty, is the sixth chancellor of the **University of Birmingham**. After graduating from **Trinity College**, Cambridge, he received his MBA from **Stanford University** before joining Cadbury Schweppes as a sales representative in 1964. He was appointed to the board in 1975, was group chief executive from 1983 to 1993, and served as chairman until he retired in 2000. His philanthropic interests led him to the chairmanship of the *Wellcome Trust*, the world's largest

medical research foundation. He currently is chairman of The Economist Group, joint deputy chairman of EMI, and a member of the Council of Management of the National Institute of Economics and Social Research. John J. Glier, president and chief executive officer of GG+A, interviewed Cadbury on the evolution of fundraising in the UK and the volunteer's role in the process during GG+A's February 2008 conference, "The Role of Volunteer Leadership in Successful Fundraising," at **The British Academy** in London.

“You only get one chance at choosing the right committee of volunteers. They must share your interest and give of themselves, both of time and money.”

“In the early 1970s, after I graduated from Stanford, I wrote an article for the *Harvard Business Review*. I was offered a fee and asked them to pay it to Stanford. I actually got Harvard to send the check to Stanford. My very first donation to any college, however, was to my alma mater, Trinity College, and we now give regularly.”

“The environment for philanthropy in the UK is coming of age. Philanthropy is now part of our landscape. There is so much wealth and there are so many individuals willing to be philanthropic. They are interested in understanding what impact their gifts can have.”

“There is now a cadre of staff in the UK who have the qualifications and training to do fundraising well. As a volunteer, I have higher expectations of these professionals: that they are well trained, not simply motivated by passion, and that they have the forecasting and financial tools and the leadership skills.”

“Birmingham is now in the quiet phase of a campaign that will diversify our funding base and make us less dependent on government funding. This campaign will enable the university to compete globally and take us from good to excellent. I have a strong partnership with our development director and our development team.”

“Our development committee members are not simply donors. They have insight, and the university must take their advice and provide support to them. We help provide real involvement for donor prospects, and we ensure the contact is not dropped. We help the fundraising team build the process—a pipeline of prospects.”

“We must fit volunteers to the task they can do, and we must engage volunteer leaders at the right time when they can make a difference with donors or prospects.” ■