
Index

- Accountability: definition of, 14;
overview of, 13; and recommenda-
tions for character extension, 25
- Adams, W., 76
- Adoption philanthropy, 73–74
- Advisory committees, 127–128
- African American people, 132
- Agency, 62–64
- America Online, 52–53
- American philanthropy, 6–8
- America’s Promise, 53
- Anderson, H. P., 99
- Anglican people, 133
- Anxiety, 95
- Aquinas, T., 60, 73
- Aristotle, 22
- Arnold, J., 75–76, 78–79
- Association of Fundraising Profession-
als, 125
- Association of Jewish Community Cen-
ters, 75
- Associational capital, 74–77
- Auten, G., 82
- Avery, R. B., 81
- Axelrod, N., 100
- Bachmeier, M. D., 77
- Bible, 7–8
- Blake, H., 66–67
- Board members: diversity among, 95,
126–127; expectations of staff, 100;
versus staff, 93–94; staff partner-
ships with, 98–102; and strategic
direction, 37; and strategic plan-
ning, 34–36; trust of, 100. *See also*
Trustees
- Bonnicksen, B. C., 3, 107
- Boston Jewish Venture Partners, 55
- Bracher, M., 99–100
- Bradley, B., 50
- Buddhism, 9, 130
- Bush, G. W., 129
- California, 128
- Campaigns: effect of communications
on, 39; effect of, on organizations,
30–32; goals for, 39–41; and iden-
tity statement, 38–39; importance
of volunteers to, 108; and leader-
ship, 37–38; overview of, 29; plan-
ning for, 30, 32–38; views of, 29
- Capital Region programs, 55
- Caring practices, 23
- Catholic people, 133, 134–135
- Center for Women’s Business Research,
132
- Chambers, R., 53
- Change, 36
- Character: categories of, 15; definition
of, 14; factors in, 15–17; formation
contexts of, 24–25; and fundraisers
as forces for good, 19–20; overview
of, 13; profession’s responsibility
to, 24; recommendations for
extending, 25–26; search for,
13–14; self-reflection about, 17–18;
tips for practicing good, 20–23; and
worldview, 18–19
- Checkbook philanthropy, 44
- Christianity, 7
- Church World Service, 20–21
- CitiGroup, 47
- Citizenship philanthropy, 44–45
- Civic practices, 21–22
- Civic texts, 9–10
- Collins, J. H., 108
- Committee members: of advisory com-
mittee, 127–128; and strategic
planning, 34–35
- Community: corporate involvement
with, 110; development of, 53; eco-
nomic development in, 136; and
strategic planning, 34–35
- Community-based agencies, 114–116
- Competition, 109
- Confidence, 96, 97

- Confucianism, 9, 130
 Connectedness, 55–56
 Constituents, 34–35. *See also specific types*
 Consulting Network, 113–114
 Consulting practices, 44
 Consumption philanthropy, 73
 Corporations: giving practices of, 110–111, 113–114, 117–118; as knowledge providers, 52–53; women in, 131, 132
 Council on Foundations, 82, 131–132
 Coy, J., 108
 Craft, E. A., 77
 Cultural diversity. *See* Diversity
 Curiosity, 22
- Declaration of Independence, 10
 Determination, 64–68
 Development professionals. *See* Fundraisers
 District of Columbia, 128
 Diversity: of American population, 128–129, 131; among board members, 95, 126–127; and classification of people, 138–139; definition of, 125–126; recommendations for, 139–140; in religion, 133–137
 Dominion, 68–71
 Donor control, 48–49
 Donor motives: and associational capital, 74–77; financial, 80–83; great expectations as, 77–80; overview of, 59–60; personal benefit as, 111–112; and personal identification, 72–74; research findings about, 60–61, 71–77
 Donors: and ambition, challenges of, 53–54; character of wealthy, 62–71; and connectedness, challenge of, 55–56; educational programs for, 44, 52–53; encouraging gifts from, 83–85; and engagement, challenges of, 48–49; and fear, challenges of, 49; and greater good, challenges of, 50–51; and hubris, challenges of, 47–48; journey of, 45–46; and knowledge, challenges of, 51–53; large versus small, 79; and process, challenge of, 54; public and private personas of, 56–57; and public good, challenges of, 49–50; starting point for, 44–45; and transparency, challenges of, 51; values, challenges of, 46–47; volunteers as, 113; volunteers' relationship with, 115–116
 Dutch people, 62
 Dwyer, B., 68, 72, 78, 80, 85
- Eastern Orthodox people, 133
 Eastern traditions, 9
 Economic development, 136
 Education, of women, 131
 Educational programs, 44, 52
 Ehrlich, D., 73
 Ellis, E., 95, 97
 Ellman, B., 66, 70, 75
 Emotional distance, 66–67
 Empowerment, 65–66, 67–71, 97
 English language, 128–129
 Entrepreneurs, 78
 Entrepreneurs' Foundation, 55
 Equity, 80–81
 Estate tax, 61, 82–83
 Ethnicity, 138
 Expectations, 77–80, 100
 Experts, 34–35, 95
- Family foundations, 51
 Family volunteering, 112
 Fear, 49
 Federal Reserve, 81
 Filipino people, 129–130
 Financial goals, 40
 Fithian, S., 83
 Focus groups, 35
 Forest Grove women's foundation, 67
 Forum of Regional Associations of Grantmakers, 55
 The Foundation Center, 112
 Freedom, 63, 67
 French moralist tradition, 10
 Friendship, 22, 100
 The Fund Raising School, 91
 Fundraisers: campaign views of, 29; categories of, 15; characteristics of, 119; civic practices of, 21–22; as forces for good, 19–20; personal practices of, 22–23; professional practices of, 22; self-perception of, 16; self-reflection of, 17–18; and strategic plans, 33; worldview of, 18–19. *See also* Staff

- Fundraising: definition of, 14; for higher education, 116–117
- Gallup Organization, 132
- Gandhi, M., 8–9, 16
- Garrison, D., 64–65
- Gates, M., 98
- Gaudiani, C. L., 2, 5
- Generosity. *See* Philanthropy
- Gift process, 44
- Giving circles, 55–56
- Giving New England, 55
- Giving Tree Service, 52–53
- Gladish, K., 100–101, 102
- Golden rule, 74
- Goldmark, P., 50
- Good citizens, 25
- Good Samaritan parable, 7–8
- Good works, 49–51
- Gough, S. N., Jr., 125
- Graduate Center of the City University of New York, 134
- Greece, 9–10
- Greenleaf, R., 101
- GuideStar, 51
- Haas, R., 83
- Hally, A., 96
- Harris Interactive Election, 134–135
- Harvard University, 133, 135
- Havens, J. J., 71, 77, 83
- Health services, 129
- Hebrew Bible, 7
- Henderson, C., 134–135
- Henry J. Kaiser Family Foundation, 135
- Herman, A., 62
- Higher education fundraising, 116–117
- Hinduism, 8–9
- History, 25, 62
- Holling, H. W., 108
- Homelessness, 52
- Hospitals, 36
- Houle, C. O., 92
- Hubris, 47–48
- Human experience, 16
- Hyperagents, 60, 62–64, 78
- Identification model of caritas, 60, 71–77
- Identity statement, 38–39
- Ilsley, P. J., 93–94
- Immigrants, 128–129
- Inclusive planning process, 33–34, 36
- INDEPENDENT SECTOR, 82, 112, 113, 132
- Indigenous religions, 9
- Individuality, 66
- Information-gathering process, 96
- Informed competence, 22
- Ingram, R. T., 90
- Integrity, 22
- Intellectual property rights, 10
- Intergenerational transfer: projections about, 81–82; purpose of, 68–69
- Internment camps, 130
- Investment clubs, 55
- Islam, 7, 8, 133–134, 135*t*
- Italy, 10
- Jackson, E. F., 77
- Japanese people, 130
- Jesus, 7–8
- Jewish people, 133, 134–135
- Johnson, C., 90
- Jones, H., 98, 99
- Jontz, P., 101
- Joseph Family Foundation, 53
- Judaism, 7
- Justice, 7
- Karoff, H. P., 2, 43
- Keynes, J. M., 84
- Keysar, A., 134
- King, M. L., Jr., 8–9
- Knowledge, 51–53, 95–97
- Koran, 8
- Kosmin, B. A., 134
- Layton, C., 69
- Leadership: and organizational transformation, 37–38; overview of, 22; of staff, 97, 98–101
- Levy, B., 126
- Lewis, P., 90
- Lists, 26
- Looney, C., 96, 97
- Los Angeles, California, 53
- Luce, C. B., 49
- Madison, L., 74, 79
- Managers, 94

- Marino, M., 55
 Marx, K., 62
 Maryland, 128
 Matching gift program, 114
 Mayer, E., 134
 McLemore, N., 132
 Media, 55
 Meier, A., 98
 Melville Charitable Trust, 51–52
 Mentors, 103, 110, 120
 Miller, S., 83
 Millionaires, 81
 Moscow, 5–6
 Motivation. *See* Donor motives
 Muhammad, 8
 Murphy, T. B., 83
 Museum of Science, 55
- National Conference for Community
 and Justice, 137
 National origin, 138
 National Society of Fund Raising Exec-
 utives, 23, 125
 National Survey of Religious Identifica-
 tion, 134–135
 Negative freedom, 63
 New England Aquarium, 55
 New Mexico, 128
 New Profit, Inc., 55
 New Ventures in Philanthropy initia-
 tive, 55
 Newark, New Jersey, 53
 Nill, S., 82
 Nonmonetary goals, 40–41
 Nonprofit organizations: definition of,
 126; increase in, 112; lack of
 knowledge about, 120. *See also*
specific types
- O'Brien, C. L., 2, 29
 O'Connell, B., 90, 93
 Old Testament, 7
 Online giving, 114
 Optimism, 110
 Organizational transformation: and
 campaign goals, 39–41; campaign's
 effect on, 30–32; and effect of com-
 munications, 39; and identity state-
 ment, 38; and leadership, 37–38;
 and organization's focus, 31–32;
 and organization's goals, 32; and
 strategic planning, 32–38
- Ostrander, S. A., 71
- Partnerships, 98–102
 Payton, R., 15, 17, 121
 Personal practices, 22–23
 Pettey, J. G., 129, 130, 138
 Philanthropy: definition of, 43; early
 acts of, 5; future of, 10–11; man-
 agement techniques of, 6; in other
 cultures, 129–130; purpose for,
 6–9; risks to, 121–122
 Philanthropic fundraising. *See*
 Fundraising
 The Philanthropic Initiative (TPI),
 43–44, 52
 Photographs, 39
 Physicians, 36
 Planning group, 37–38
 Pluralism Project, 133
 Points of Light Foundation, 112
 Politics, 70
 Positive freedom, 63
 Poverty, 51, 136
 Power. *See* Empowerment
 Practiced improvisation, 25–26
 Prayer, 8
 Pribbenow, P., 2, 13
 Price Waterhouse, 82
 Principality, 68
 Private foundations, 51
 Professional associations, 24
 Professionalism, 94–95
 Professionalization, 24
 Protestants, 133, 134–135, 136–137
 Public, 25, 126
 Public character. *See* Character
 Public conversations, 21
 Public intermediaries, 54, 55
 Putnam Investments, 53
- Racial diversity. *See* Diversity
 Racial tolerance, 53
 Randall, A., 67
 Religion, 7–9, 60, 133–137
 Remmer, E., 45, 52
 Rendall, M. S., 81
 Respect, 99, 100, 101
 Reynolds, G., 70

- Robinson, B. A., 133
 Rockefeller Foundation, 50
 Rome, 9–10
 Rosenberg, C., Jr., 83
 Rosso, H. A., 91
 Rudney, G., 82
 Russia, 5–6
- Sacred texts, 7–8
 Schama, S., 62
 Schervish, P. G., 2, 59, 62, 71, 73, 74, 77, 79, 83
 Seiler, T. L., 2, 89
 Self-reflection, 17–18, 26
 September 11, 2001, attacks, 129
 Servant-leader concept, 101
 Shaw, N., 74
 Sins, 15–17
 Skin color, 138, 139
 Small-business holders, 83
 Social Venture Partners, 55
 Spatial empowerment, 69–71
 Spirituality, 84
 Staff: versus board members, 93–94;
 board partnerships with, 98–102;
 board's expectations of, 100; char-
 acteristics of successful, 98–102;
 confidence in, 96, 97; in higher
 education fundraising, 116–117;
 information-gathering skills of, 96;
 interview questions for, 103–104;
 knowledge of, 95–97; leadership of,
 97, 98–101; as servant-leaders, 101.
 See also Fundraisers
 Staff development, 96–97, 103
 Staff-volunteer relationship, 89–90
 Stark, B., 67
 Stephanov, D., 70
 Stephens, C., 97
 Stewardship, 22
 Strategic direction, 37
 Strategic plans, 32–38
 Stryker, N., 64, 74
 Study on Wealth and Philanthropy,
 61–62
 Sullivan, N. C., 138
 Surveys, 35
- T. B. Murphy Foundation, 61–62
 Talmud, 7
- Task forces, 35
 Tempel, E. R., 2, 89
 Temporal empowerment, 68–69
 Tensions, 25–26
 Texas, 128
 Tolerance, 53
 Toppler, F., 78
 TPI. *See* The Philanthropic Initiative
 (TPI)
 Transparency, 51
 Trust, 94, 100
 Trustees: access to, 97; interview ques-
 tions for, 104–105; requirements
 of, 91–92; training of, 103; view-
 points of successful, 94–102. *See*
 also Board members
 Trustee-staff relationship: in for-profit
 versus nonprofit institutions,
 92–93; overview of, 89–90; per-
 spectives on, 91–94; profession-
 alism in, 94–95; tensions in,
 93–102
- Universities, 24
 U.S. Census, 139
- Values, 44, 46–47
 Venture capitalists, 78
 Vices, 15–17
 Virginia, 128
 Visual images, 39
 Volunteers: changing role of, 114–116;
 characteristics of, 119; common
 volunteering locations of, 75–77;
 competition for, 109; as donors,
 113; donors' relationship with,
 115–116; importance of, to cam-
 paigns, 108; increase in, 109–114;
 trust of, 94
 Volunteer-staff relationship: in for-
 profit versus nonprofit institutions,
 92–93; overview of, 89–90; per-
 spectives on, 91–94; profession-
 alism in, 94–95; tensions in,
 93–102
- Washington Project, 136
 Wealth, 63–65, 67, 80–81
 Wealthy donors. *See* Donors
 Wiesel, E., 6

- Wilson, E. C., 68–69
Wolff, E. N., 81
Women, 131–132
Wood, J. R., 77
Workplace: as context for character formation, 24; giving programs in, 114
World building, 77–78
World War II, 130
Worldview, 18–19, 25
Yankelovich, D., 50
Ylvisaker, P., 54
Zuckerman, M., 10