INDEX

Note: Page references in *italics* refer to Figures; those in **bold** refer to Tables

21/64 and Dorothy A. Johnson Center for Philanthropy 171
80/20 rule 247

*A. P. Smith Mfg Co. v. Barlow* (1953) 87
Aaker, Jennifer 13, 20
Ableson, James 16
academic research 520–1, 526
accountability 7, 308, 311, 312, 317–18, 329, 472, 484:
  stewardship and 431–8
adjusted gross income (AGI) 495–6
affiliators 231
African Americans 135, 154, 155
agents of change (intrapreneurs) 227
Aknin, Lara B. 13, 14, 22
Alden, Lynn E. 15
Aldrich, Eva A. 164, 244, 304
altruism 20
Alumni Finder 81
American Association of Fund Raising Counsel see Giving Institute
American Council on Gift Annuities 269, 488
American Creed 63
American Express 86
American Humanics 519
American Marketing Association (AMA) 349
American Red Cross 120
Anderson, Albert 476, 477, 479
Anderson, Chris 415
Andreasen, Alan R. 86, 96, 97, 310, 338
Andreon, James 115
Andersen, Katya 411
Anft, Michael 156
Anheier, Helmut K. 203
Anik, Lakin 14
annual appeals 283
annual donors 75
annual giving program (annual fund) 217, 218–19, 221, 222
Aristotle 230
Asian Americans 154, 155
Association for Healthcare Philanthropy (AHP) 324, 332, 355, 488, 505, 518: Statement of professional standards and conduct 473–4
Association of Fundraising Professionals (AFP) 355, 488, 505, 518, 523; A Donor Bill of Rights 82; Code of Ethical Principles and Standards of Professional Practice 349, 467, 468–71, 473–4, 483; Compensation and Benefits Survey 512; “Fundraising Effectiveness Project” (FEP) 332, 333; GIG reports 332, 333, 354

Association of Professional Researchers for Advancement (APRA) 81, 355; Ethics Statement 82; resources of 518

association resources 518

Astrea National 132

AT&T Communications Foundation 104

Austin, James E. 86

Auten, Gerald E. 158, 188, 195

average pledge 396

awareness within constituency 54

Badgett, M.V. Lee 128, 129, 130, 133, 134, 135

Banaji, Mahzarin R. 114

Bankers Trust Private Banking 186

Beem, M.J. 475

Before Boomers/Matures 170, 171, 172, 173, 176–7; causes 177; engagement 177; giving characteristics 176–7; transaction/giving channels 177

Bell, Jeanne 11

benefactor recognition 237

beneficiary designations 259

Benson, Peter L. 14

bequests 226, 259, 260, 274, 283

Berkeley, Jennifer C. 119, 398

Bethel, Sheila Murray 303

Better Business Bureau Wise Giving Alliance 329–30

Beyel, Joseph S. 234

Bhagat, Vinay 173, 176, 177, 178, 179, 407

Bill and Melinda Gates Foundation 103

Bishop, Matthew 240

Blackband 139, 404

blended philanthropy 241

blogging 496–7

Bloland, Harland G. 505, 506, 508, 509, 512

Blumberg, Stephen J. 388

board of directors 4, 8, 76, 352, 439–50; commitment to planned gift programs 263–5; composition grid 446; engagement in fundraising 441–3; finding and engaging 354–5; legal roles 440; recruitment of 444–9; roles and responsibilities 440; sample agreement letter 447–8 449; self-renewal 440; stewardship of mission 440; stewardship of resources 440; what members bring to fundraising 443–4

BoardSource 440, 445

Bono 240

Boomers 170, 171, 172, 173, 177–8; causes 178; engagement 178; giving characteristics 177–8; transaction/giving channels 178

Bornstein, Rita 305, 306, 308

Boston College Center for Corporate Citizenship 97

Bowersock, G.W. 142

Boy Scouts of America 137

brand testing 344

Brogan, Chris 68

Brown, Eleanor 15, 115, 116, 123

Brown, Peter 142

Brudney, Jeffrey 452

Brummelman, Eddie 15

Bryan, Brielle 154, 155

Buddhism 150

budget 341; communication 348; telephone 390

budgeting and evaluation performance 321–36; benchmarks, online performance, and fundraising effectiveness 331–2; budget as fiscal plan 323; Case for Support 326; department budget worksheet 322; fundraising expenses 327–8; fundraising goals and objectives 331; fundraising performance evaluation 329–30; gift report of solicitation activities and results by method 325–6, 327; gift report on purposes or sources of gifts received 325–6, 327; gift report on sources of gifts received 324, 327; gift size analysis 333–4; organizational priorities 324; program budgeting 326–8; summary budget request with estimated net revenue 328

Buffett, Warren 183, 235, 240

Burke, Penelope 366, 373, 388, 397, 421

Burlingame, Dwight F. 90, 96

Business Civic Leadership Center 88

business philanthropy 241

bylaws 44

Cabrera, Angel 208

Cagney, Penelope 205

Callahan, David 108

campaign planning 344, 346–7, 355; defining the market 346; defining the media 347; defining the message 346; pre-campaign planning 245–7; testing messages 347

campaign pyramid 247
Index

Campbell Rinker 523
Campbell, David E. 143
Campobasso, Laura 106
Capgemini 187

capital campaigns 219, 243–57: case study 253–7; closing and celebration 251; definition 244, 245; kickoff and public phase 250–1; pre-campaign planning 245–7; quiet phase (nucleus or silent phase) 249–50; stewardship and campaign impact 251–3
capital gains tax 260
capital needs 217, 219
Carbone, Robert F. 472, 505, 512
Carmichael, Mary 203
Carnegie, Andrew 185
Carson, Emmett D. 165
case development: external case 45–7; internal case 45–7; staff and constituency participation in 39, 39
case expressions 46, 47, 48
case for support 37–48
case resources 39–40, 41: facilities and service delivery 44; finances 43; goals 42; governance 43–4; history 45; mission statement 40–2; objectives 43; planning and evaluation 44–5; programs and services 43; staffing 44
case statement 38, 39, 46, 247, 262
Case, Steve 240, 241
Catholic Charities 66, 145
Catt, Viola L. 14
cause marketing 96, 98
certificates 507–8, 508
certification 507–8, 508
Certified Fund Raising Executive (CFRE) credential 507, 511: CFRE International 525; CFRE Job Analysis 511–12; CFRE Test Content Outline 512, 513–14
Chance, Zoe 14, 15
Chao, Jessica 154, 166
charitable endowments 491–2
charitable gift annuities 259, 260, 265, 269, 276–7, 277, 283
charitable income tax deduction 260
charitable lead trust 272–3, 273
charitable pledges 491
charitable remainder trusts 260, 261, 265, 269, 278–80, 279, 280, 283
charitable trusts 226, 259
Charity Navigator 329
charity watchdogs 329
Chaves, Mark 143
Chen, Lisa 122
chief executive officer (CEO) 314
children, influence on giving by 15
Chobot, Richard B. 505, 512
Choi, Namkee 14, 22
Chrislip, David D. 302
Christianity 149
Chronicle of Philanthropy, The 113, 119
Church World Service 66
Citigroup 192, 195
civil rights movement 131
civil society organizations (CSOs) see nongovernmental organizations (NGOs)
Cleveland Foundation 104
Clohesy, William W. 387
Clofelter, Charles T. 158, 188, 195, 196
Cluff, Angela 368
collaboration 123
collaborative leadership 302
Collin, N. 348
Colman, Michelle Sinclair 96
Columbus (Ohio) Community Foundation 104
come-and-see tours 55
Commission on Private Philanthropy and Public Needs (Filer Commission) 64
community foundations 104–5
Community Impact Six Sigma (CISS) 95
Community Involvement Teams (CITs) 95
completes/contacts per hour 396
completion percentage 396
comprehensive campaigns 244–5, 245–9
concept testing 344
Cone Communications 97


confidentiality 499
conflict-of-interest statements 44

Connected to Give: Faith Communities 172
constituencies (interested parties) for fundraising, individuals as 49–58
consultants 351–8: campaign planning 353; contracts 357–8; finding and engaging 354–5; program implementation 354; selection 391–2; in telephone solicitation 391
contracts 357–8
controls 341
Conway, Daniel 432
Cook, Lyle 505
copy testing 344
core constituency 51
Cornelius, Marla 11
Corporate Citizen, The 97
corporate foundations 103–4
corporate giving and fundraising 85–99: case study 93–5; challenges 97–8; exemplary 89; history 86–7; marketing, sponsorships, and partnerships 95–8; nonprofits 87–9; opportunities 96–7
corporate giving models of 90–3: corporate productivity model 90–1; ethical or altruistic model 91–2; stakeholder model 92–3
corporate social responsibility 93
Corporation for National & Community Service 11
cortisol, giving and 16–17
cost to raise a dollar (CTRD) 332
cost-benefit measurement of fundraising 329
Council for Aid and Support of Education 324
Council for the Advancement and Support of Education (CASE) 355, 488, 505, 518
Council on Foundations 154
Covey, Stephen M. 227
creative capitalism 241
Croson, Rachel 394
cross-cultural fundraising 201–12: nuclear family 206; religion 206; special occasions 206; stages of giving 209
crowdfunding 414
Crutchfield, Leslie R. 241
cultivation events 418–19
cultural leaders 210
cultural proficiency 210–11
Cummins Inc. 93–5: Every Employee Every Community (EEEC) program 95
Cunningham, Nancy 129, 130, 133, 134, 135
Cutlip, Scott M. 504, 505
Daly, Siobhan 203
dance of philanthropy 233
Daniels, Alex 106
Danner, Deborah D. 21
database management 71, 72–4: basic 72–3; event and activity data 73–4; personal interaction 74; sample data elements 72; solicitation history 73
Daughters of Bilitis 131
David and Lucile Packard Foundation: Organizational Impact Program 107
Davidson, Hilary 18, 22, 23, 148, 365
Davis, Dan 106
Dees, Greg 240
deferred gifts 262, 263, 269, 276–7
Demographics Now 171
development officers, role of 227–8, 229–30
digital fundraising 401–16: blogging 406–7; crowdfunding 414; e-newsletters 411; goals 403–5; permission 402–3; policies 416; regulations 414–15; responding to critics 415; tools 413–14; volunteers, value of 404; web sites 405–6; also e-mail; Facebook
direct mail donor categories 378–9: current donors 378; nondonors 379; occasional donors 378
direct mail fundraising 73, 376–7: carrier envelope 380; message 381–2; postscript (PS) 382; response mechanism 382–3; salutation 381; signature 382; supplemental materials 382; as template for other direct response fundraising 377–83; testimonials 382
direct response 375–86: accurate prospective donor lists and segmentation 377–8; case study 385; donor retention, renewal and upgrade strategies 383–4; planning and timing 379; state charitable registration and reporting requirements 384–5; success measurement 384
discernment 241, 242
discussions 55
diversity, valuing 303
dollars per completion 397
donating: psychological effects 13–15; social benefits 16
donor advised fund (DAF) 493–4
Donor Bill of Rights 432, 483–4
Donor Pyramid 219–20, 220, 364
donor regret 237
Index

donor research profile 77

donor satisfaction studies 344

donors, identification of 32, 53–5, 286–8, 366

Dove, Kent E. 245

Drezner, Noah D. 128, 135, 136, 138

Drucker, Peter F. 63, 316

Du, Dan 163, 164

Dulin, Patrick L. 22

Dunlop, David 226, 233

Dunne, Elizabeth W. 13, 14, 17

Duronio, Margaret (Peg) 467, 472, 478, 505, 506, 509, 512, 515

dynasts 231

Eckel, Catherine 327

Economist, The 207

education, philanthropy 64–5

Eisner, David 456, 462

Elliot, D. 484

Ellis, Susan J. 451

e-mail 73, 347–8, 403–4: Convio Online Benchmark Study 407–9; Welcome series 410

Emerson, Michael O. 143

endowment needs 217

e-newsletters 411

engaged philanthropy 240, 241

enlightened self-interest 90

e-philanthropy 316

e-solicitation 379–82: address accuracy 380–1;
attachments 382; message 381–2; postscript (PS) 382; response mechanism 382–3; salutation 381;
signature 382; subject line 381; testimonials 382; see also e-mail

estate and gift tax 260

estate tax charitable deduction 495

ethics 467–85: approaches to 476–9; commitments 477; communication and 349; dilemmas 479–80;
proficiency 297; and professionalism 472–6; in prospect management 82

ethics in fundraising 480–4: competence 481;
individual and the organization 480–1; language 481–2; mission 482–4; relationships 482

ethnic diversity 153–67, 163: defining 154–6; diversity in fundraising 165–6; giving studies and 157–61,
159, 160; immigration and 162–5; impact on giving 161–2; informal giving 162; U.S. census data on 156–7, 157

Exxon Education Foundation 474

Facebook 411–13: Cover Image 413; Pages and Groups 412; Pay-to-Play model 413; slacktivism 411–12; Timeline 412–13

Family Educational Rights and Privacy Act (FERPA) 499

family foundation 103

fashion shows 55

federal law 493–9: donor advised fund (DAF) 493–4; donor privacy and confidentiality 499; estate tax charitable deduction 495; gift and estate tax benefits for charitable giving 496–7; gift substantiation and disclosure 497–8; income tax benefits for charitable giving 495–6; income tax charitable deduction 495; international philanthropy 498–9; member benefit charities 495; non-cash gifts 498; supporting organizations 494; types of public benefit charities 494; unrelated business taxable income (UBTI) 495

Feliz, Sarah 128

Fender, Stacy A. 136, 137

FEP Fitness Test 332

Ferraro, Kenneth F. 13

Fidelity Charitable Gift Fund 107, 494

Fight the Ladykiller campaign 119

File, Karen Maru 231

Filer Commission 64, 195

Financial Accounting Standards Board (FASB) 491, 492

Fine, Allison 462

Fischer, Marilyn 476, 479

Fishman, James 489, 493, 494

Flandez, Raymund 134, 137

Fleerackers, Alice L. 14

Fleishman, Joel L. 101

focus groups 344

Ford Foundation 108

Ford, John B. 194

foundation assets (endowments) 102

Foundation Center 101, 102, 103, 104, 108, 130, 104, 105, 522

Foundation Directory 522

foundation fundraising 101–12: capacity building 106–7; collaboration 106; donor advised funds 107; emphasis on diversity 106; evaluation 105–6; size and scope 102–11; trends in 105–7

foundation support 107–11: before approaching a foundation 108; at the foundation 111; grant decision 111–12; making a request 108–10; proposal 110
foundations, types of 102–5
four 'P's of marketing 338–9
Four-legged stool of fundraising 218, 220, 218
Fox, Karen 338
Franklin, Benjamin 63
Frantzreb, Arthur 228
Franz, Carol 15
Franz, Carol 15
Fried, Linda P. 16, 21
Friedman, Milton 86
Friesen, Wallace V. 21
Fry, Richard 156
fulfillment percentage 396
Fund Raising School 3–4, 6, 12, 38, 89, 109, 215, 218, 220, 229, 261, 295, 519; eight-step solicitation model 229, 229
fundraising consultants 492–3
fundraising cycle (planning model) 27–34, 29, 456: activation of volunteer corps 33; analyzing market requirements 29; definition of objectives 30; evaluation of gift markets 31; identifying potential donors 32; involvement of volunteers 31; needs statement 30, 31; preparation of fundraising plan 32–3; preparing communications plan 33; selection of fundraising strategies 31–2; soliciting gift 34; stewardship and gift renewal 34
fundraising plan preparation 32–3
fundraising programs 32
fundraising resources 517–24; academic research 520–1, 526; association resources 518; internet-based resources 522–3; options for formal education 518–20; practice 521–2, 526; published resources 520–2
fundraising solicitors 492–3
fundraising strategies 31–2
Galaskiewicz, Joseph 96
Gallo, Marcia M. 135
Gallup World Poll 18
Garber, Sheldon 227, 232
Gardner, John W. 427
Garvey, Jason C. 128, 135, 136, 138
Gates, Bill 185, 235, 240, 241
Gates, Frederick T. 504
Gates, Gary J. 128, 134
Gates, Melinda 185, 235
Gay Men's Health Crisis 132
gender and philanthropy 113–24; databases 117–18; demographics and data 114–16; organizational culture and leadership 116–18
generation 169–84; effect of cohort and lifecycle effects on giving 171–2; engaging next generation of donors 181–3; giving patterns and 169–71; giving profiles 173–81; household income and generation 171; shared giving characteristics 173–6, 174–6
Generation X 169, 170, 171, 172, 173, 178–9, 408; causes 179; engagement 179; giving characteristics 178–9; transaction/giving channels 179
Generation Y 408
generosity 445
gift annuities 226
gift clubs 434–5
gift forecasts 324
Gift of Real Property Information Sheet 270
gift processing 327
gift range chart 247, 248
gift receipts 73
gift renewal 34
gift sources/gift markets 315
gift substantiation and disclosure 497–8
Gift-in-Kind/Gift of Services Acceptance Form 272
gift-in-kind 271–2
Gill Foundation 132
Gilmore, James H. 229
Girl Scouts Cookie sales 408
giving: age and 17; corporate 14; fundraisers and 12; global 17–18; health benefits 20–1; joy of 17–18, 19–20, 21; motives 18–19; physical benefits 16–18, 21; psychological benefits 12–15; recipe for 23–4; social benefits of 15–16
giving, roles and responsibilities and 55–6: career 56; education 56–7; family 56; politics/civic engagement 57; recreational interests 57; religion 56; social roles 57
Giving Europe 66
Giving Institute 355, 518
Giving Japan 66
Giving Korea 66
Giving Mexico 66
Giving Pledge 235
Giving Puerto Rico 66
Giving USA 11, 66, 102, 142, 143, 173, 189, 518
Giving USA Foundation 523
Gladwell, Malcolm 233
Glasspockets 522
global fundraising 201–12; cultural influences and fundraising in the United States 206–7;
Index

development 204–6; implementing across cultures 207–11
global leaders 208
goal statement 40
Goode, Miranda R. 13
Goodhand, David 135
Goodspeed, Thomas W. 504
Google 81
Google Analytics 347
Gorey, K.M. 18
Gourville, John 96
governance: case resources 43–4; law 489–90; of nonprofits 43–4
government funds 315
Grant, Heather McLeod 241
Grantsmanship Center 519, 520
Gray, Kurt 17
Great Depression 67, 171
Green, Michael 240
Greenblatt, B. 18
Greenfield, Emily A. 16
Greenfield, James 377, 379, 383
Greenleaf 515
Greenwald, Anthony 114
Griski, Vincent 135
growth in giving (GIG) 332, 333, 334
GuideStar 81, 330, 436: completeness rating 329; database 522
Guarnerman, Richard B. 365
Hager, Mark 350
Hall, Holly 207, 512
Hamlin, J. Kiley 14
Harbaugh, William T. 16
Havens, John J. 31, 187, 190, 192, 228
Hayat, Amir 66, 145, 146, 147
Health Insurance Portability and Accountability Act (HIPAA) 499
Heath, Chip 426
Heath, Dan 426
Helms, Sara 192
Herberich, David 327
Herring, Ruth 134, 139
Hewlett-Packard 339
Hibbs, William 503
high net worth donors 185–98: constraints 194–5; demonstration of high social standing and 192–4; distribution of donations 190–2, 191; donor matching 194; giving vehicles 188–90, 189; implications for fundraisers 196–8, 197; motivations of 192, 193; patterns of giving 186–8, 186; policy issues 195–8; religion and 192; tax policies 195–6, 196; transmission to generations 192; trust in organization and 194; volunteering 188
Hinduism 150
Hirschfelder, Adam S. 23
Hispanics 155, 156–8, 159–61, 165
HIV/AIDS 131–2
HNW Inc. 192, 195
Ho, S. Shaun 16
Hodge, James R. 363–4
Hodgkinson, Virginia 504, 505
honor rolls 73
Hoover 81
Hope Consulting 195
Hope for Haiti 61
Hopkins, Bruce R. 2002 329
Horizons Foundation 130, 132, 135, 136, 137
Huang, Yunhui 21
Hudmut-Buemler, Jim 151
Hunt, Helen LaKelly 116
Hunt, Swamee 116
Hunter, K.I. 15

_Idol Gives Back_ 61
IEG Sponsorship Report 97
Ilchman, Warren F. 150
immigration 162–5: recent 155
Immigration Policy Center 155
Impact 100 of Greater Indianapolis 123
income tax: benefits for charitable giving 495–6; charitable deduction 495
income/asset/gift range guidelines 79
independent foundations 103
Independent Sector 187, 188, 229
Index of Global Philanthropy and Remittances (2013) 66
individuals as constituency for fundraising 49–58: constituency model 50–3, 51; identification of 50; identifying and attracting likely donors 53–5; roles and responsibilities that influence giving 55–6, 56; special events for 55
information and technology, management of 303–4
informed consent, philanthropic 234
in-person interviews 344
Institute of Medicine 128
institutional readiness 552
intangible personal property 271–2
integrated events 424–5
Intermediate Sanctions 475
Internal Revenue Code 87, 260
Internal Revenue Service (IRS) 103, 115, 260: Annual Information Return 323; IRS Form 990 327, 329, 330, 494, 522; IRS Form 990-PF 109; IRS Form 8282 498; IRS Form 8283 498
international giving 66
international philanthropy 498–9
International Statement of Ethical Principles in Fundraising 509–10
internet-based resources 522–3
internet fundraising 492
intrapreneurs 227
invitations to special events 73
Islam 149–50
IssueLab 522
iWave 81
Jackson, Kenneth W. 163, 164, 166
Jackson, William J. 63, 364
Jacobs, Jill 149
Jay, Elaine 93, 364
Jewish Federations 66, 145
Johnson Center and 21/61 372
Jones, John Price 504
Joseph, James A. 154
Josephson, Michael S. 476, 477, 479–80, 481
Joulfaian, David 188, 189, 198
Judaism 148–9
Jung, Tobias 65
Kahana, Eva 20
Kahn, Robert L. 308
Kant, Immanuel 476
Kanter, Beth 462
Karlan, Dean 194
Katz, Daniel 308
Katz, Stanley N. 150
Keidan, Charles 65
Kelly, Kathleen S. 118, 121, 364
Kendell, Kate 134, 139
Kent Dove 244
Ketchum Inc. (Ketchum Publicity) 504
Khan, Tarun 207
Kim, Jinseok 14, 22
Knowledge Management in Nonprofit Management Education 316
Koestner, Richard 15
Konrath, Sara 19, 365
Kotler, Philip 310, 338
Kramer, Larry 132
Krehely, Jeff 128
Krieder, Rose M. 115
Kübler-Ross, Elizabeth 233
Kumar, Nirmalya 206
Kumar, Santosh 17
LAI principle (linkage, ability, interest) 53, 75, 109, 366, 455
Landrew, J. Shawn 66, 145, 146, 147
Larson, Carl E. 302
Latinos 154, 155, 161, 166
law 487–99: conflicts of interest 489–90; dilemmas in 488; duty of loyalty 489; duty of obedience 489; duty of prudent care 489; federal law 493–9; governance 489–90; IRS Form 990 and 490; state law 490–3
Layous, Kristin 16
leadership dinners 55
leadership principles for fundraisers 301–4: achieving balance 304; building partnerships 303; collaborative leadership 302; creating and communicating a vision 303; development leader’s traits 303; managing information and technology 303–4; positional leadership 302; promoting and initiating change 303; servant leadership 303; styles 302–4; tactical leadership 302; valuing diversity 303
leading by example 304–5
Lee, Young-Joo 452
Lesbian Action Foundation 132
Levinson, Kate 124
Levy, Jamie E. 505
Lewin, Tamar 135
Lewis, Jamie M. 115
LexisNexis 81
LGBT community 127–9: awareness and sensitivity in donor stewardship 136–8; donor characteristics 133–4; giving in 129–31; LGBT movement, history of 131–3; motivations to give 133–6; recommendations for inclusive fundraising 138–9
LGBT Movement Advancement Project (MAP) 128
Li, Yunqing 13
life insurance 275–6, 283
Light, Paul C. 432, 471
Lilly Endowment 103
Index

Lilly Family School of Philanthropy 62, 118, 123, 153, 172, 364, 365, 366
Linn, Margaret W. 15
Lipka, Michael 144
List, John A. 194
listening 367
Liu, Wendy 13
Loeb, Pam 173, 176, 177, 178, 179, loyalty gifts 226
Lsakowski, Linda 457
Luke, Julian V. 388
MacLaughlin, Steve 335, 401
Macy, Michael W. 15
major gifts 225–42, 239: building an ownership position 235; definition 225, 226–31; future of 239–41; inquiring and inspiring 232–4; invitation 235–7; philanthropy to business spectrum 241; process management 238–9; questions of value 254–5; sample rating scale for 80; stages of transforming philanthropy 227, 227; stewardship and recognition 237; successful 231–7, 231
mall intercept 344
management in fundraising; analysis 295; basic functions 295–7; control 296; evaluation 296; execution 296; long-range plan 295; planning 295–6; professional ethics 297; responsibilities 294–5; staffing 297–301; strategic planning 295
management matrix 298–9
March of Dimes 309, 504
market research 341–5: agenda setting 342–3; donor data 341–2; methods 343; primary and secondary research 343–4; sophistication of 345; tools 344–5
marketing cycle 339–40, 339
marketing plan 340–1
marketing: definition 338; historic role of, for nonprofits 338–9; of planned gifts 280–81
Marks, Nadine F. 16
Marts and Lundy 304
Mattachine Society 131
Mattson, Ingrid 150
Maxwell, Margaret M. 247
McCarty, Dennis 407
McCarthy, Kathleen 63
McCarthyism 131
McDougall, Lindsey 17
McKeever, Brice S. 65
McKitrick, Melanie 66, 145, 146, 147
McLuhan, Marshall 347
McRobbie, Laurie Burns 118, 121
Mead, Nicole L. 13
Meeer, Jonathan 327
Meier, Stephan 21
member benefit charities 495
Merrill Lynch 187
Mesch, Debra J. 115, 116, 124
Mexicans 155
Mexican Americans 155
Meyer, Erin 296
Millennial Impact Report 180, 181, 182, 183
Millennials 169, 170–1, 172, 173, 179–81, 454: causes 180; commitment to cause 182; engagement 180; engagement with causes 181–2; first fundraising experience 181; giving characteristics 180; time, money and assets 182; transaction/giving channels 180–1; workplace 182–3
Miller, J. Irwin 94
Miller, Neil 131, 132
Million Dollar Donor reports 68
Million Dollar List 116
Mirabella, Roseanne M. 65, 518
mission 4, 7, 28, 33
mission statement 262
Mixer, Joe 505
Mogilner, Cassie 15
Moja, Eva J. 21
Moll, Jorge 16
Moody, Michael P. 62, 365
Morino, Mario 240
Morris, Debra 329
Morris, Tom 230
motives 18–19
Movement Advancement Project 132
Musick, Marc A. 15, 21, 454
mystery shopping 344
narcissism 15
Nathan, Sarah K. 61
National Association of State Charity Officials (NASCO) 492: Charleston Principles 384, 414–15, 492
National Center for Charitable Statistics (NCCS) 330, 523
National Center for Lesbian Rights 139
National Christmas Seals 504
National Committee on Planned Giving see Partnership for Philanthropic Planning
National Foundation for Infantile Paralysis 309
Index

Pierce, Lyman 504
Pierpont, Robert 244
Pillar Posts 407
Pine, B. Joseph 229
planned gift options 269–81: charitable lead trust 272–3, 273; current outright gifts 270; gifts of services 272; gifts-in-kind: tangible personal property and intangible personal property 271–2; real property 270–1; securities 271
planned gift programs 259–89: board commitment 263–5; expectancies 273–9; identification of prospective donors 286–8; institutional readiness 262–7; organization and staff 262–8; planned giving professional 265–7; policies and guidelines 267–81; print materials 281–6
planned giving 219
planned giving brochures 281–2
planned giving newsletters 281, 282–3
planned giving recognition society 285–6
planning 27–34
Plato 230
pledge rate 396
positional leadership 302
pragmatists 231
Preston, Stephanie D. 20
Pribbenow, Paul P. 472, 504, 505, 508, 509, 515
Prince, Russ Alan 231
Principles of Good Governance and Ethical Practice 478, 489
print materials 281–6
privacy 499
professional financial advisors 288
professional fundraising 503–16: certification vs certificate 507–8, 508; credentialing 510–11; devotion to service 508–9; emerging profession 505; expert knowledge 506; future of 512–13; history of 503–5; international association and code of ethics 509–10; process approach 505; structural-functional approach 505
professionalism 314
profitability 323
promise-keeping 433
prospect identification 75–6: annual donors 75; board of directors 76; major gift donors 75; peer screening 76
prospect management 71, 74–82
prospective donor management 81–2
prospective donor profile building 76–7: background 78; gift capacity 78–80; giving history 78; linkage 78; tools for prospect research 80–1; verified contact information 78; wealth indicators 78
psychological benefits: of giving 12–15; of volunteering 13
public support test 494
Putnam, Robert D. 143
Queen, Edward L. 150
Quintana, Nico S. 128
Ramos, Henry 207
Rangan, V. Kasturi 96
reciprocity 210
Red Cross 504
Red Wing, Donna 137
Redbird 230
Regan, Pamela C. 16
Reily, Sabrina L. 23
Reinhard, David A. 2012 16
Reker, Gary T. 21
religious congregations 143–4
religious faith 141–52: competition in 144–8; high net worth donors and 192
religious giving 142, 143, 146, 147: definition of 145–6; motivations for 151; obstacles to 151
religious motivations 148–9
Religiously Identified Organizations (RIOs) 66, 145–6, 147
repayers 231
reporting 435–7
Request for Proposal (RFP) 356
responsibility 349
retirement plan/IRA designations 274–5, 283: qualified retirement plan 276
return on investment (ROI) 327, 328, 332, 335, 347, 404
revenue sources 324
Rischall, Isaac 115
Rockefeller, John D. 368
Rockefeller Foundation 110
Rockefeller Philanthropy Advisors 154, 155
Roman Catholicism 310
Rooney, Patrick M. 15, 61, 116, 123, 148, 159, 161
Roosevelt, Franklin D. 309
Rose, Sharon R. 129, 130, 135
Rosen, Jay 411
Rosenthal, Josh 128
Rosso, Henry (Hank) A. 12, 45, 86, 226, 232, 233, 243, 245, 250, 261, 337, 437, 459, 464, 505
Index

Rovner, Mark 155, 159, 161, 165, 172, 173, 176, 177, 178, 179, 180
Rudd, Melanie 20
Sacks, Eleanor W. 64
SAGE 128
Salvation Army Red Kettle program 408
Sargeant, Adrian 93, 194, 327, 364
Scheitle, Christopher 145
Scherer, Michael 401
Schervish, Paul G. 31, 187, 190, 192, 222, 228, 241, 242, 365, 434
Schmalbeck, R.L. 188
Schooler, Dean 6
Schwarz, Stephen 489, 493, 494
scolding model 241, 242
secret shopping 344
segmentation studies 344
Seiler, Timothy L. 38, 42, 244, 304
seminars 284
Sendor, Rabbi Meir 21
sequential solicitation 250
servant leadership 303
Shaker, Genevieve 369
Shang, Jen 394
Sieg, Holger 158, 195
Siegel, Dan 367
Silicon Valley Community Foundation 104
single-purpose campaigns 245
slacktivism 411–12, 452
SMART objectives 30, 340
Smith, Christian 18, 22, 23, 143, 148, 365
Smith, Dan 118
Smith, David 472
Smith, Hayden 86
Snell, Patricia 143, 151
Snowdon, David A. 21
Snyder, Bryan 407
social enterprise ventures 67
social venturing 67, 241
solicitation events 419–20; involvement phase 419; presentation 420
Soros, George 185
special events 417–28; clear event purpose 422; compelling message 426; connection 423; contingency plan 427; critical factors for success 425–7; definition 417; engagement of staff 421–4; follow-up plan 427; internal communication 426; invitation list 426; invitation to participate from others 422; logistics 426; recognized organizational need 422; tradition 424; unique opportunities 422–3; value 424
special purpose needs 217
Spectrem Group 186
Sprecher, Susan 16
staff driven fundraising programs 463–4
staff retention 300–1
staffing 297–301; planned gift programs 262–3; professional staff responsibilities 297–300
stand-alone mailings 283–4
Standards for Charity Accountability 330
state fundraising registration 492
state law 490–3; charitable endowments 491–2; charitable pledges 491; definition of gift, and donor restrictions 490–1; fundraising consultants and solicitors 492–3; internet fundraising 492; percentage requirements 493; state fundraising registration 492; telemarketing 493
Steenkamp, Jan-Benedict E.M. 206
Steinberg, Richard 15, 329
step gifts 226, 235
Sterling, M. 348
Steuerle, C. Eugene 187, 188, 189
Stevenson, Seth 207
stewardship 34, 397–8
stewardship events 420–1
storytelling 235
strategies 340
Streisand, Barbra 118–19
Stukas, Arthur A. 18
Sturtevant, William T. 230
Stutzcr, Alois 21
sub-campaigns 245
Sulek, Marty 62
Sullivan, Paul 363
supply-side philanthropy 241
surveys 344
SWOT analysis 295, 312, 340
tactical leadership 302
tangible personal property 271–2
tax benefits 210, 260–1; gift and estate tax 496–7
tax policies, high net worth donors and 195–6
Taylor, Paul 115, 155
telemarketing 73, 389, 493
Index

telephone call, anatomy of 392–4: case for support 393; close 395; introduction 395; pre-call planning 393; solicitation 393–4; training 392
telephone campaign management 395–7
telephone interviews 344, 387–99: budget 390; call automation 391–2; data 389; donor recognition 397; effectiveness 387–8; gift planning discovery calls 398; leadership annual giving calls 398; legislation and regulation 389; leveraging full capacity of program 397–8; planning 389; second solicitation program 398; stewardship 397–8; strategy and segmentation 392; use of consultant 391–2; volunteer vs paid callers 390–1; wealth screening and predictive modeling 398
telephone record count 395–7
Tempel, Eugene R. 69, 244, 304, 441, 467, 472, 475, 478, 505, 506, 509, 512, 515
testimonials, collection of 43
thank-you letters 73
Thornton, Jeremy P. 192
time giving, psychological effects 13, 15
Tkach, Christopher 13, 14, 20, 22
Toce, Joseph 495, 499
Tocqueville, Alex de 63
total development plan 215–22; fundraising programs 217; planning, communication, and fundraising 216–17
training courses 519, 520
transformational philanthropy 232
transparency 308, 317, 431, 433, 472, 484
Trew, Jennifer L. 15
trust 234, 451, 471–2; ethics 349; high net worth donors and 194; in leadership 304; major gift giving and 227
trustees 7–8
Tsvetkova, Milena 15
Turcotte, Martin 453
Turner, Ted 185
U.S. Census Bureau 155, 156, 157, 162, 163, 166
U.S. Department of Education 157
U.S. Federal Charitable gift deduction 308
U.S. fundraising models 205–6; board responsibility 206; planned gifts 206; professional compensation 206; prospect research 206; tax deductibility 206
understanding of service to mission 54
UNICEF 17
uniform lifetime distribution 275
Uniform Prudent Management of Institutional Funds Act (UPMIFA) 491, 492
United States v. American Bar Endowment, 1986 491
United Way 165
United Way Worldwide 120
unrelated business taxable income (UBTI) 495
Unruh, Gregory C. 208
Uslander, Eric 227
Vaidyanathan, Brandon 151
Van Willigen, Marike 17
Vanguard Charitable Endowment Program 107
venture capital 241
Venture Philanthropy Partners (VPP) 240
venture philanthropy 241
Vespa, Jonathan 115
Vietnam War 131
virtual volunteering (e-volunteering) 452
vision master 232
vision, creating and communicating 303
Vols, Kathleen D. 13
volunteer management 451–64: determination of organization’s needs 457–8; ensuring meaningful engagement 450–60; evaluation of volunteers’ performance 490; identification and recruitment 458; international contexts 453–4; motivations and advantages 454–5; recognition of volunteers 460–1; steps for successful 457–61; strategic value and role of volunteers 455
volunteer orientation 458–9
volunteer policies and procedures 461–2
volunteer rates and activities 451–3
volunteer retention 462–3
volunteer-driven fundraising programs 463–4
Volunteering Australia 453
volunteering: activation of corps 33; excessive 22; high net worth donors and 188; psychological benefits 13; social benefits 16
volunteers: identification and recruitment of 458; involvement of 31; performance evaluation 460; recognition of 460–1; stewardship and accountability 431–8; strategic value and role of 455
W.K. Kellogg Foundation 103, 110, 162, 165: Cultures of Giving initiative 165
Wagner, Lilya 505, 515
Walker, Julia Ingraham 33
562

Index

Wal-Mart Foundation 104
Wang, Wendy 115
Ward, Charles Sumner 244, 504
Washington Women's Foundation 123
Washington, Booker T. 364
WealthEngine 81
web intelligence review 344
website analytics 344
Weinberger, Joel 15
Weld, Thomas 503
West, Douglas C. 194
Wheel of Roles and Responsibilities 55
Wheeler, J.A.K. 18
Wilhelm, Mark O. 15
Wilmington Trust/Campden Research Women and Wealth Survey 124
Wilson, John 15, 21, 454
Winfrey, Oprah 185
Winkelman, Michael 210
Winthrop, John 63
Wired Wealthy 405
Witter, Lisa 122
women: Boomers 123; demographics 114–16; donors 118–19; generational differences and 123–4;
Women Give 2010 115
Women Moving Millions 116
Women’s Philanthropy Institute’s Women Give series 115
Women’s Heart Alliance 119
Wong, Paul T.P. 21
Wood, E.W. 506
World Bank 164
World Giving Index 2010 204
World Vision 66, 145
Worth, Michael J. 244
Yancey, Jenny 367
Young Men’s Christian Association (YMCA) 80, 244, 399, 504
Young, Dennis R. 90, 96
Yunus, Muhammad 240, 241
Zakat Foundation 66, 145
Zillow 81
Zuckerburg, Mark 185