Engaging the Board in the Fundraising Process

By Mary Ellen Olcese, River Network

How often have you heard a Board member of a nonprofit, when approached about fundraising for his/her organization, say, “I'll do anything, but ask for money?” This response is usually a kneejerk reaction to the idea of soliciting donors, and reveals how little the Board member actually understands about the fundraising process.

Board members in many cases have a great number of misperceptions about fundraising and their role in the process, the greatest being that fundraising only involves asking people for money. Don’t get me wrong, someone has to do the asking, but it is not the responsibility of EVERY Board member to do “the ask.” It is, however, the responsibility of every Board member to participate in the fundraising process—help implement the plan and achieve the financial goals of the organization. Often, Board members are unaware of their fundraising responsibilities, unsure how to proceed and/or lack fundraising skills. As one staffer of a watershed organization said, “Not every Board member sees his/her role in the fundraising plan. Boards don’t always think that they need to have a role; they look to staff to do the fundraising.” Each of these “conditions” is very fixable.

This issue of the River Fundraising Alert offers Board members and staff a number of ways to engage jointly in the fundraising process and develop a healthy partnership that will help achieve the fundraising goals of the organization.

Four Categories of Fundraising Tasks

There are a myriad of tasks that Board members can embrace in implementing the fundraising plan, and they fall into four distinct categories:

1. Identification
2. Cultivation
3. Solicitation
4. Stewardship

These tasks help clarify the “something” in fundraising that each Board member can do as part of the process. Identification is recognizing and targeting people who may be potential donors for the organization. Cultivation is the process of developing a relationship with the prospective donor—taking him or her from no relationship with the organization to one of involvement and “investment.” Solicitation is the act of asking for money. Stewardship involves thanking donors and continuing to foster good relations with people after they become donors. Cultivation requires the greatest amount of time in the fundraising process, and solicitation requires the least. Fundraising is relationship building and therefore much more time...
The question of how much each Board contribution to his/her organization.

The article by Michele Minter through onPhilanthropy through Board Giving. The article by been an effective way to involve all Board members in fundraising is required from Board members in the areas of cultivation and stewardship.

Board Giving

In addition to these four categories of tasks, one of the easiest ways to involve Board members in fundraising is through Board Giving. The article by Michelle Minter through onPhilanthropy (See page 7) details the importance of every Board member making a financial contribution to his/her organization. The question of how much each Board member needs to personally give is often comes up. Each Board member should decide for him/herself what is an appropriate annual gift. But the gift should be at a level that is at, or near, the top of the Board member’s charitable giving priorities.

Sharing the Load

Engaging the board in the fundraising process is all about sharing the load so that no one person or group of people is shirking all of the fundraising responsibilities. A good way to share the load is to clearly identify which tasks are staff-led, Board-led or shared responsibilities. The Board and staff roles chart on the next page will help develop this partnership between Board and staff and balance the tasks in the fundraising process. Also, establishing a fundraising committee that is made up of several Board members and perhaps a few people from outside the Board, and that operates in partnership with staff, will help focus the Board’s fundraising efforts and keep the momentum going.

This issue of the River Fundraising Alert will help staff motivate Board members to find the roles they can play in fundraising, and offers tips that have worked for other organizations in getting their Boards to step up and get involved in fundraising.

The greater the fundraising goals, the more the Board should be engaged in the process. A nonprofit organization depends on fundraising to financially support its operation and programs, and every Board member needs to be part of the process that results in a financially stable organization.

About the River Fundraising Alert

The River Fundraising Alert is one of the services available to River Network Partners. Other publications and services include Funding Sources for Grassroots River & Conservation Groups, River Advocates Fundraising Guide, how-to references, sample materials and individualized assistance. River Network is dedicated to building the capacity of river and watershed organizations to support themselves financially.

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Board vs Staff Roles in Fundraising

For each of the following fundraising tasks, indicate who within your organization has primary responsibility: board, staff or shared responsibility between board and staff. Once you have completed the first column, discuss with your group who should have primary responsibility for the tasks listed.

B = Board  S = Staff  J = Joint/shared

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<tr>
<th>Task</th>
<th>Responsible now</th>
<th>Should be responsible</th>
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<tr>
<td>1. Establish fundraising objectives</td>
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<td>2. Develop an annual fundraising plan</td>
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<td>3. Make an annual contribution to the organization</td>
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<td>4. Identify potential donors</td>
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<td>5. Research potential funders</td>
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<td>6. Identify contacts within targeted potential funders</td>
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<td>7. Prepare proposals and other fundraising materials</td>
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<td>8. Use contacts to “get in the door” with potential funders</td>
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<td>9. Make solicitation visits</td>
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<td>10. Do follow up to solicitation visits</td>
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<td>11. Keep records on the fundraising process</td>
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<td>12. Organize special events</td>
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<td>13. Compile the invitation list</td>
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<td>14. Handle logistics for special events</td>
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<td>15. Maintain ongoing contact with funders</td>
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<td>16. Sign solicitation letters or letters accompanying proposals</td>
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Five Fundraising Mistakes We Make with Our Boards

Too often nonprofit board members shy away from fundraising. When the subject comes up, many trustees suddenly become invisible or silent. Yet it is our responsibility to set up board members in active, satisfying roles that can support the fundraising process. But we frequently make mistakes that hurt, rather than help, our cause. Why are trustees so nervous about fundraising? And how do we go wrong when we approach them about helping in fundraising? Here are five common mistakes that cause board members to back off when they should be pitching in.

1. Asking for money, not building and keeping friends.

Many board members are mistaken about fundraising. They think it is “asking for money.” The actual moment of asking for a gift, however, is only one small step in the long, time-consuming process of building relationships with donors.

Board members don’t realize the myriad activities that go into the fundraising process—identifying potential donors, cultivating and involving them in an organization, and of course, finding ways to thank donors and foster their long-term relationship with our cause. They skip directly to the process of asking for a gift, however, is only one small step in the long, time-consuming process of building relationships with donors.

Presenting board members with the task of “asking for money” instead of “building and keeping friends” is not the most effective way to inspire anyone—board members or not—to raise money. If we can get our board members to change their point of view and have them focus first on making friends who then change their point of view and have them change their minds, it will be far easier to bring them gently to the table so they will embrace fundraising enthusiastically.

2. Cold or “cool” calls.

Cold calls are the worst possible place to use the energy and good will of your kind-hearted board members, because cold calls have the highest rate of failure. If you send trustees out on calls that have a low likelihood of succeeding, they will experience defeat rather than success.

We should never subject our board members to this kind of rejection, which will incline them never to venture out for you again. Preserve their self-esteem and protect them from negative responses if you want their continued help. Why would they keep beating their heads against a wall, if they are rarely successful?

Send them on easy calls that will create fun, shared vision and passion for your organization, calls that will make them happy and give them confidence. Send them on calls where you already know what the outcome will be.

Send them out to make friends for your organization and engage the community with their passion. Set them to load everybody they know into that bandwagon they are driving.

I work hard to preserve my board members’ good feelings about being involved in fundraising. I nurture their interest, starting them off with simple tasks to encourage them, such as thanking current donors or cultivating someone at an event.

Then, after they develop some confidence, I bring them along on a formal cultivation or solicitation call. I will rarely send a board member out to solicit alone, and only if I think he or she is a carefully prepared, experienced fundraiser.

After one of my Fired Up for Fundraising Board Retreats, a trustee once said to me, “This was so helpful. Before when someone mentioned fundraising, I immediately imagined cold calls. You have shown me that I can help in fundraising in lots of much easier ways. Fundraising is not necessarily cold calls at all; in fact, good fundraising is everything but cold calls.”

3. Too many calls at too low a dollar level.

If we are going to use board members in solicitations, then it is important to plan carefully the best use of their time in order to make the most of their valuable contacts and limited availability.

I have seen well-meaning but scared volunteers bravely step up to the plate, willing to make annual giving solicitations in person. Then the thankful but overly optimistic staff loads them up with far too many visits to make at one time.

Worse, the calls are for meager amounts of money. It is much better to focus our board members on fewer calls at much higher dollar levels. I believe in asking board members to make only three calls at any one time. Focus on quality, not quantity. It is better to give board members one task at a time than have them struggle with too many actions that never get done.

Use your valuable board members carefully where you need them the most, and where they will do the most good.

4. Emergency fundraising, not long-term relationships.

I am all for a sense of urgency when raising funds. But all too often we wait until a crisis to mobilize our board members. Then the conversation really does become all about money rather than about the great work our organization is doing for community good.

At such times, we ask board members to help pull in money quickly to respond to a budget shortfall or cover some major financial loss. Again, we are setting them up for unpleasant fundraising experiences.

In these cases, they will usually create a conversation about “money,” not about a vision for a stronger, healthier community or a better world. This misdirection causes fundraising to be placed on the wrong plane, leaving board members with a distasteful experience that could have been avoided.

5. Lack of training, structure, coaching and support.

We often send our trustees out with too little preparation and backup. We tend to forget that they are volunteers. They are not the pros that we are. We need to give them thorough training to correct their misconceptions about fundraising and pump them up with confidence to venture out into scary fundraising territory.

Do not make the mistake of assuming that your board members understand fundraising, or how to talk about your organization. Be sure they have a solid understanding of the underlying philosophy of fundraising, which is developing donors/investors/partners who will stick with your organization for the long run.

They need—and deserve—first-rate support from staff. You will find that board members deeply appreciate this kind of backup. They need clear goals, clear organizational structure and inspiration to wake up their passion and keep personal commitment to your organization’s success.

This article, published by GuideStar.org, is the first in a series on helping board members embrace fundraising. Gail Perry is the author of Fired Up Fundraising. Turn Board Passion into Action and founder of Gail Perry Associates, a Raleigh, North Carolina-based consulting and training firm. During the past 22 years, she has helped organizations raise more than $200 million—and counting. Reprinted with permission of Gail Perry and GuideStar.
The Fundraising Committee

The first and foremost responsibility of the Board is to provide adequate financial resources and fiscal stability for the organization. The Fundraising Committee (also called Development or Advancement) is a Board-sanctioned committee that implements the annual fundraising plan to achieve the financial goals set for the fiscal year. The committee should be made up of at least five members who meet on a regular basis.

Chairperson
The Chairperson of the Fundraising Committee is a member of the Board and appointed by the Board to serve as Chair. There may be more than one chairperson. The chairperson should serve for at least one year. In addition to the regular duties of a Committee member, the Chairperson has the following responsibilities:

- Focuses the efforts of the committee on implementing the annual fundraising plan and achieving the income goals approved by the Board;
- Reports for the Committee on fundraising activities at regular Board meetings;
- Sets the agenda and leads the regular fundraising committee meetings;
- Assists with the solicitation of Board members for pledges and annual gifts;
- Attends cultivation events;
- Recruits new committee members;
- Maintains the momentum of the fundraising sub-campaigns by encouraging action by the committee members;
- Presents to the Board for approval the annual fundraising plan with goals and budget of the committee;
- Works closely with the Fundraising Consultant (if applicable) to monitor and guide fundraising efforts.

Committee Members
Committee members may or may not be members of the Board. There should be at least four committee members in addition to the Chairperson. Committee members serve for at least one year and have the following responsibilities:

- Help develop the annual fundraising plan;
- Attend regular committee meetings and report on fundraising activities;
- Complete assigned fundraising actions/tasks on time;
- Identify prospective donors;
- Participate in cultivation activities and attend cultivation events when asked;
- Solicit prospective donors when appropriate;
- Serve on a sub-committee such as Major Gifts, Cultivation Events, Foundation Grants, Business/Association gifts;
- Recognize and/or create opportunities to promote the work of the organization;
- Encourage new members to join the organization;
- Assist with the development of the annual workplan, goals and budget for the Fundraising Committee.

Personal Giving: Why 100% Matters

By Michele Minter

There are many factors that determine fundraising effectiveness and feasibility in the nonprofit sector, but success almost always starts with the board of trustees. Board members are selected for a variety of reasons, and they have varying degrees of direct responsibility for raising funds. Personal giving by board members, however, should always be understood as a core responsibility. One of the most basic measures of organizational health is the commitment of every board member to contribute within his or her means. If board members don’t provide regular support, it suggests that they don’t understand what it means to lead on the organization’s behalf. It could also suggest that they don’t understand why the organization needs financial support. Nonprofit staff members and board chairs have an obligation to make sure that the reverse is true. A high functioning board should strive for a personal 100% participation rate.

Among the governance responsibilities of boards is to guarantee that the organization is on sound financial footing. When board members contribute, they demonstrate their understanding that raising funds is essential to the financial stability of the organization. The Princeton Area Community Foundation is one of an increasing number of foundations that ask grant applicants to provide statistics about board giving. In the words of the president, Nancy Kieling, “If the people closest to an organization don’t support it, why should anyone else?”

There are three major reasons why board members fail to give. First, a board member may not understand why the organization needs support. This is a serious concern: if someone who regularly commits time and believes in the mission doesn’t perceive financial need, who will? Board members must understand how the organization’s mission and aspirations depend on contributions. It is the job of staff members to articulate the organization’s needs in compelling ways and to explain their nonprofit’s financial challenges and opportunities clearly.

A second reason that board members may not contribute is that they view their commitment of time as a substitute for financial support. Volunteer time is critical to any organization, and in many cases, it may be the most important form of support that an individual board member provides. Dollars and service are not interchangeable, however; there are certain things for which nonprofits need money. Every board member should make at least a symbolic contribution to show their commitment to the financial well-being of the cause.

Unfortunately, all too often board members don’t give because they have not been asked. When board members are recruited, there should be a candid conversation about expectations. The board leadership must set a good example by giving first; they should also serve as solicitors to encourage their peers to participate as well. Should a board require contributions from its members? According to BoardSource, 55% of nonprofit organizations do require annual contributions as a matter of policy. Whether a policy on personal giving is desirable will depend on the organizational culture. If a policy is established, it will be most effective when it results from a thoughtful conversation between the board chair and each board member about an appropriate gift, rather than from a mandated gift level. The philanthropic capacity of board members may vary widely, and the desired outcome is for every board member to feel engaged and proud of his/her commitment. A policy on board giving is particularly

“...the commitment of every board member to contribute within his or her means.”

Michele Minter

continued on page 12
Board Roles in Fundraising

Below is a sample list of tasks in which Board members can participate as part of the fundraising effort.

One ~ Identification ~
~ Finding and gathering information about prospects
~ Culling through lists and recognizing potential donors
Examples of sources from which prospective donors may be identified:
- Lists of donors in other organization's annual reports/newsletters
- Board member friends, family, business associates
- Attendees at the organization's special events and programs
- The organization's current membership list
- The organization's current volunteer list
- Board members' contacts
- Newspaper articles about community stakeholders
- Industry/corporate leaders
- Member lists for civic & social associations—garden clubs, auxiliary groups, etc.
- Members' lists for community/homeowners associations
- Board members' personal address book or holiday card list
- Attendance at social and/or public events

Two ~ Cultivation ~
~ How to take a prospect from cold (no relationship with the organization) to warm (involved with and/or interested in the organization). Cultivation has been described as “building a relationship with a potential donor to determine the best time to seek a gift.”
Examples:
- Invite a prospect to the organization's events or meetings
- Offer to drive prospect to the organization's events, programs, meetings
- Invite prospects to "experience" a program—an on-site project, a wade-in, a cruise, a volunteer project
- Use the internet to communicate with the prospect
- Send personalized notes
- Send a personalized newsletter or other material about the organization
- Send a recent newspaper clipping pertaining to the organization
- Host a social event—an open house party, small dinner gathering, etc.
- Pay for a portion of the expenses of a cultivation event hosted by the organization
- Act as a spokesperson for the organization at a community event/program
- Arrange or ask the prospect to arrange for staff or another Board member to speak at a community event/program
- Be ready for spontaneous opportunities—know your "elevator speech" (a brief statement about what the organization does, why it exists)
- Provide the prospect with information about the organization

Three ~ Solicitation ~
~ The process of asking for financial support
Examples:
- Write personal notes on solicitation letters (membership, special appeals, etc.)
- Participate in/support the face-to-face ask
a. Before the ask ~ help with preparing for the solicitation visit:
  - Provide info about the prospect; research
  - Set up the appointment with the prospect
  - Help plan the visit
  - Role play the "Ask" with the solicitor
  - Consider the various outcomes and be prepared for the "soft no's"
  - Chauffer the solicitors to the visit
b. During the ask:
  - Accompany staff and board on a solicitation call
  - Refocus the conversation, if off track
  - "Listen" during the conversation for important information from the prospect
  - ASK
  - Thank the donor for the visit
  - Arrange the next step
  - Ask how the donor wishes to be acknowledged (if appropriate)
c. After the ask:
  - Review and comment on the visit
  - Follow up with materials, if the prospect asked for more information
  - Thank the prospect for the visit with a personal note

Four ~ Stewardship ~
~ Confirm, reaffirm the value of the gift to the organization, thank
~ Maintain relationships with donors and prospective donors
Examples:
- Send a thank you note
- Make a thank you call
- Continue to include the donor/prospective donor in the organization's accomplishments, activities,
- Personally invite the donor to an organization event/program
- Publicly acknowledge gift (with permission by the donor)
- Alert the Board about the result of the visit so that all Board members who were not involved in the ask can be informed and can appropriately react the next time they see the prospect/donor

Five ~ Other Fundraising Tasks ~
- Make a financial pledge/donation annually
- Offer input on the fundraising plan
- Approve the plan
- Donate or acquire prizes for raffles, auctions, etc.
- Find or donate an in-kind gift
- Participate in making calls to lapsed members
- Give a membership or donation as a birthday or holiday gift
- Recruit new members
- Identify new Board members or committee members whose skills would advance the fundraising effort

Examples:
- Approve the plan
- Offer input on the fundraising plan
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- Find or donate an in-kind gift
- Participate in making calls to lapsed members
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- Recruit new members
- Identify new Board members or committee members whose skills would advance the fundraising effort
SAMPLE 1: Board Commitment Form as It Relates to Fundraising Activities

Board Member’s Fundraising Commitment Form

I, ______________________________________ will help _____________________________________________
raise $ __________________.

My personal gift will be $ _____________________________________________________________________.

Indicate how payment of this gift is to be made—a pledge of x payments over x amount of time, or one payment
in full, or a payment of x every x months, etc.

I will also do the following fundraising tasks:

1. _______________________________________________________________________________________
2. _______________________________________________________________________________________
3. _______________________________________________________________________________________  

I am particularly interested in the _____________________________________________ of the fundraising plan.

Strategy

_______ I would like more training

_______ Call on me for other fundraising tasks

Name _____________________________________________________
Phone _____________________________________________________
Email _____________________________________________________

SAMPLE 2: Board Commitment Form as It Relates to Fundraising Activities

Give/Get Commitment Form

Board member’s name: _____________________________________________

My personal “giving” goal:

I personally pledge $__________ to this organization to support our fundraising objective.

I would prefer to make: (please check)

(    ) One yearly payment

(    ) Quarterly payment of $ _____

(    ) Monthly payments of $ _____

(    ) Weekly payments of $ _____

(Note: Each Board member should give what he or she can, whether it is $1, $5, $100 or more. Some Board
members will be able to give more than others. But no matter what the amount you can give, it is important to
set a giving example!)

My goal for “getting” donations:

• As a Board member, I will personally get (raise) $ __________ from outside sources.

• I will solicit $ __________ for our special fundraising event.

• I will assist in building our donor list by submitting a total of __________ potential new donors.

I agree to participate in other fundraising activities as needed. I accept this commitment as an understanding
of my responsibilities as a Board member.

Board member signature

Sample 2 is reprinted with permission from the Center for Community Change
River Network's population whom they serve. These corporate donors. Nonprofits may also or representatives assigned by major public in raising the question internally. ”

"By asking about personal giving by board members, we give the leadership of nonprofits a way to fortify the discussion with their own organization. When we raise the question, staff members can be more public in raising the question internally."

There are some nonprofit boards that include government appointees or representatives assigned by major corporate donors. Nonprofits may also choose to recruit members from the population whom they serve. These board members correctly understand their primary role as providing insight and experience rather than funds. Organizations should not shy away from having thoughtful conversations with all board members, however. Within their means, everyone can play a part, and everyone leads more effectively when they can speak with confidence about their personal investment. The board as a whole is empowered when it takes symbolic ownership of the organization’s financial future, and it should celebrate 100% participation proudly.

Many nonprofits, particularly those that raise money through special events, use a “give or get” philosophy, by which board members are expected to give at a certain level or bring other donors to the table sometimes literally by selling benefit tickets. Again, this kind of service certainly helps fundraise, but it isn’t a full substitute for personal support. Any board member who is asking others to give will be more effective if he or she is able to talk about his or her own commitment.

For nonprofits that do not have an established history of personal giving by board members, there are several steps that should be taken. A clear commitment of the board leaders to serve as role models and solicitors is essential. Candid conversation should take place about expectations at the time that new board members are recruited. Whether through a formal policy or not, board members should be engaged in an ongoing discussion about the financial needs of the organization and their responsibility to lead by example. Ultimately, a willingness to ask board members for support is the first step toward asking the broader donor community for support. One hundred percent board participation sets a standard that any potential donor will be expectant to follow.

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Tips from River Network Partners

Several staff members of a variety of nonprofit organizations offered tips that may help engage the Board in the fundraising process. Below are a few of the comments. Each of the groups listed are in the process of implementing a new fundraising plan.

Have Board leadership pitch the fundraising tasks to the Board—use the peer-to-peer approach

“In the past saying to the Board ‘I need help with fundraising’ didn’t have much of an impact on the Board. Rather than just making a general appeal, I learned that I needed to be more specific and to target specific tasks to give to Board members to complete. In the past year, we have made a significant step by getting a Board member to lead the fundraising effort.”

Leslie Watson, Executive Director, Friends of the North Fork of the Shenandoah River, Woodstock, Virginia

Inform the Board about the awesome projects that the organization does out in the watershed

“Many times this ‘good news’ gets overlooked when dealing with the everyday nuts and bolts of the organization. A short presentation about programs in the field is a great motivator and makes Board members feel good about being a part of the organization and serving on the Board. We are doing really great things, and each Board member needs to know it.”

Donna Kirk, Program Coordinator, Baltimore Harbor Watershed Association, Baltimore, Maryland

Stress the importance of a written fundraising plan with specific activities identified for the Board to do

“For the Board, time will be the greatest challenge. A major donor campaign is not as deadline-driven (as a grant application), and it can be pushed to the back burner. A written plan gives the steps to keep everyone on track. As staff, our responsibility is to give time and tools to the Board to do their job. Writing down fundraising tasks on a calendar works for me …”

Cindy Lonery, Executive Director of Alabama Rivers Alliance, Birmingham, Alabama

Develop a pledge card so that Board members can make a personal commitment

“We have a Board member who is concerned about the personal loss of culture and wetlands in the area and has pledged to help us fundraise in creative ways. He is a photographer who has put together a slide show presentation with a pitch of why it’s important to be involved … he inspires people to do something. He inserts a membership brochure and personal note with the sale of his books (Inherit the Atchafalaya), which has had a great response so far.”

Cara Leeverett, Development Director, Atchafalaya Basinkeeper, Baton Rouge, Louisiana

Persevere and be patient with your Board

“What led to the reengagement of the Board in our fundraising was a lengthy process of conducting a benchmarking workshop, developing a Strategic Plan, which led to the development of an Action Plan, which led to a Fundraising Plan. This helped focus and engage the Board.”

Jim Kettler, Executive Director, Lakeshore Natural Resource Partnership, Cleveland, Wisconsin

“Any board member who is asking others to give will be more effective if he or she is able to talk about his or her own commitment.”

Michele Minter

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River Network’s River Fundraising Alert

River Network Wants to Give You

$750 to Help Heal Your Database Pain!

Is your organization’s database—or lack thereof—keeping your organization from meeting your fundraising goals?

Are you frustrated by too many spreadsheets that give you incomplete information?

Are you searching your database for members or donors only to find outdated information?

River Network recognizes the huge challenges created by inadequate contact and donor tracking systems. Everyday we see the impact these systems can have on groups’ fundraising and volunteer recruitment efforts.

If you are ready to transition to a new database, we may have the answer for you in WaterGrass, a Salesforce database customized to meet the needs of watershed groups.

If you are interested in receiving River Network’s special discount to switch to WaterGrass, applications are due on Friday, October 30th. If interested, act quickly, as there is a limited number of subsidies at this time.

To learn more about the WaterGrass database, River Network’s $750 offer or the services provided by the WaterGrass Team, go to http://rivernetwork.org/database-rivers-and-watershed-organizations.

Resources & References

Center for Community Change
www.communitychange.org

Changing Our World – National Fundraising and Philanthropy
www.changingourworld.com

Gail Perry Associates
www.gailperry.com

Grassroots Institute for Fundraising Training
www.grassrootsfundraising.org

GuideStar
www.guidestar.org

onPhilanthropy
www.onphilanthropy.com

Other Sources of Materials

Andy Robinson
— Consulting and training for grassroots groups
www.andyrobinsononline.com

BoardSource
— Build effective nonprofit board of directors
www.boardsource.org
See: Knowledge Center

Blue Avocado
— Practical, provocative, fun food-for-thought for nonprofits
www.blueavocado.org
See: Board Cafe

Institute for Conservation Leadership
— Strengthening leaders, organizations and networks . . .
www.icl.org

Kim Klein
— The Board and Fundraising, Grassroots Fundraising Journal
www.grassrootsfundraising.org
See: article finder

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“River Rally was an eye opener for me when I learned that other groups rely on their Boards to help with their fundraising plan.”
Cara Leverett, Atchafalaya Basinkeeper, Baton Rouge, Louisiana

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River Network’s River Fundraising Alert | Summer 2009

River Network’s River Fundraising Alert | Volume 15 Number 2
Upcoming Important Dates and Deadlines

- **Call for Workshops:** October 22, 2009
  www.rivernetwork.org/2010-call-workshops

- **Registration Opens:** January 2010

- **River Hero Nominations:** February 12, 2010
  www.rivernetwork.org/nominate-river-hero

- **Rally scholarships will be available** – keep your ears open to upstream information in January!

**MAY 21-24, 2010 Snowbird, Utah**