

Musing on Leadership & Development

Fundraising and development have always been important in the Independent School world. However, in the past few years, special events, annual giving and capital campaign goals have become more aggressive, requiring stronger leadership than ever before from both the staff and volunteer teams.

We are finding that trustees have less experience than their predecessors and heads are finding themselves spending more time than ever before on development. Our prediction is that neither of those circumstances will change. So, we offer a few tips to trustees and heads, as well as the staff who will be managing them.

Trustees:

- Carefully consider a prospective trustee's development leadership experience.
- As a prospective trustee, ask what the school's charitable giving expectations are. How much is expected in terms of treasure, time and talent?
- As an active trustee, be willing to serve as an advocate for the school in all ways, both financial and otherwise. Attend and support special events; be visible.
- Seek a committee in which to immerse yourself, remembering that your job is to advise. The head's job is to manage
- Keep your eyes out for other prospective trustees. Make suggestions to the Committee on Trustees.

Heads:

- Hire and try to retain a good Director of Development. The market is competitive and they can be easily lured away. Do what you can to keep a good one.
- Be involved in the selection of a good Development Committee Chair. This will make a big difference in how your program is managed.
- Work with your Board Chair to offer continuing education to trustees on matters such as development, strategic planning and marketing.
- Help faculty to understand what the Development Office does and its intrinsic value to the school.
- You can expect that at least 25% of your time can and should be spent on development in a non-capital campaign year. In a campaign, that can be as high as 50%, sometimes more.

Staff:

- Plan annual development education and training opportunities for trustees.
- Work with the head and Board Chair to identify the best Development Committee Chair and committee. Focus on developing new talent every year.

- The Annual Fund is the best place to groom your best volunteers for the inevitable Capital Campaign.
- Attend faculty meetings. These people know your alums and many family situations better than anyone. Consider asking a faculty member to serve on the Development Committee.
- Keep an eye out for a good consultant. You never know when they might come in handy! We can help you there.

An effective development troika—Board Chair, Head and Director of Development—is critical to a successful development program.

A Report Worth Noting

The Center of Philanthropy at Indiana University recently conducted an extensive study on the charitable giving habits and rationales of High Net-Worth Households for Bank of America. High Net-Worth Households were defined as those with incomes of \$2M or more, or assets in excess of \$1M. The findings were extensive; among them we thought the following were notable:

- High Net-Worth Households define 3.1% of the total households in the country. This very small number is responsible for approximately 2/3 of individual charitable gifts.
- High Net-Worth Households give a larger percentage of their gifts to education and arts/cultural organizations.
- The three most important motivations for charitable giving are: 1. to meet critical needs, 2. to give back to society, and 3. reciprocity.
- These donors would give more if the following occurred: 1. less money were spent on administration, 2. the donors were able to determine the impact of their gifts, and 3. the organization were more financially secure.
- 61% of these High Net-Worth Household members donate a lot of time to charity: 61.1% serve on the Board, 61.8% volunteer for fundraising activities, and 55.2% volunteer to work on a special event.

Our thanks to the team at Indiana University's Center of Philanthropy for their hard work.