



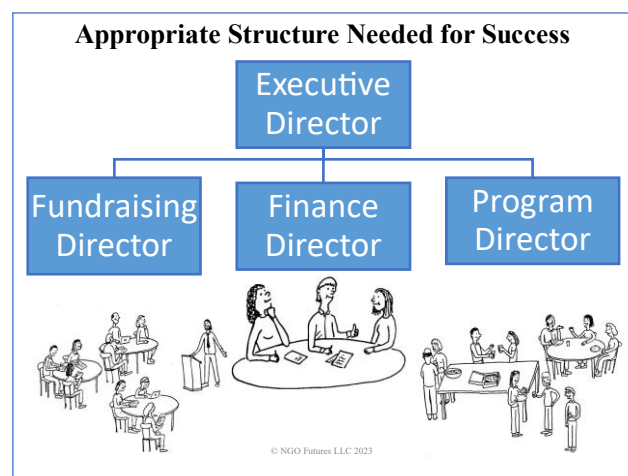
Total Organization Fundraising™ A Comprehensive Strategic Approach to Increase Your Results: The fundraiser's responsibility to lead and manage the fundraising effort (Discussion Draft)

As a consultant for nonprofit organizations, the first question I get is: “Can you raise more money for us?” And the next comment usually is: “We hired a fundraiser and she didn’t do her job. Why?” My answer always is: “It is not a question of fundraising. It’s a question of strategy, teamwork, and leadership. I won’t do it for you, but I can tell you how to do it.”

Times are tough for charities (a.k.a., NGOs). In most countries, they are underperforming compared to the needs they were created to address. Even worse, in many countries, NGOs and civil society are under attack by the authorities. On the other hand, expectations for what NGOs can do are rising as governments seem unable and corporations seem unwilling to meet pressing needs.

This review is a response to these challenging times. It is intended to assist you, the passionate NGO fundraiser or executive, to lead your organization to higher levels of capacity, funding, and impact. I present a comprehensive and strategic approach to double or triple your fundraising results. In writing this, I draw on my lifetime experience with hundreds of NGOs of all sizes and all fields in some fifty countries. One of my most important lessons is that the fundraiser is responsible for more than fundraising. Yes, raising funds to be sure, but also for representing donors inside the organization and making sure the organization is worthy of their support. Arrogant? Maybe. Needed? Absolutely. You need to be a *donor-attractive organization* to appeal to donors.

My focus in this paper is on eight essential components for success: 1) the importance of civil society, 2) the importance of fundraising, 3) what is wrong in society today, 4) answers by visionary fundraisers, 5) the vision for a better society, 6) Total Organizational Fundraising™, 7) a fundraiser’s responsibility to lead the organization to be donor-attractive, and 8) learning about fundraising from mentors, colleagues, and competitors. This is all based on my sixty years of experience with NGOs – half of that as fundraiser and executive and half as NGO consultant and trainer.



The Importance of a Vigorous Civil Society

A vigorous civil society sector is vitally important, indeed essential, for civilization and the well-being of society. Civil society organizations provide services and activities to protect and improve the quality of life, educate the public, advocate for improvements, and enable people to act on their best impulses to help others. They even can work to hold governments and corporations and others accountable. Civil society existed long before large governments were formed or corporations were created. When the value of volunteer time is included, the civil society sector is probably the largest sector in most countries rivaling the largest financial, industrial, and tech sectors in size and significance.

There are many terms¹ for organizations in this field including nonprofit organizations and charities as well as NGOs, CSOs, PVOs, PBOs, nonprofits, community associations, and informal groups. These terms all describe the phenomenon of people coming together to associate and organize to do something worthwhile for the good of society and to do so without a personal profit motive. Together they comprise what is sometimes called the 'third sector' of society, distinct from government and business. I think Private Voluntary Organizations and Civil Society Organizations as well as NGOs are the most accurate descriptions, but I will generally use 'organizations' to describe the fundamental concept. These organizations include the large International NGOs, national and local NGOs, and groups of people like GoFundMe joining together in common pursuit of something worthwhile for society.

Note: The term 'nonprofit organizations' or just 'nonprofits' in the United States and some other countries includes nonprofit universities, nonprofit private schools, and nonprofit hospitals as well as NGOs, but universities, private schools, and hospitals differ significantly from NGOs because of their grateful alumni and family members who appreciate and trust them, professional staff to conduct research and draft proposals, and large income streams from tuition, fees, and reimbursements. On the other hand, NGOs/charities are almost always providing services and benefits to people other than their donors. "Almost all nonprofit universities qualify to receive tax-deductible contributions."² and "In the United States, nonprofit hospitals make up approximately 49% of all hospitals."³

It is relevant to note that these formal and informal organizations were the original 'social enterprises' before that term was invented. They have mustered enormous amounts of money, volunteer time, and good will to make a better world and have done so without a profit motive. They help the sick, the poor, the abused, the needy, and the neglected. They work to preserve our environment and make our lives healthier, safer, and happier. They have often led the way to innovative solutions for social problems and pioneered program approaches that are subsequently adopted on a larger scale by others. Their mission is to make society better, more civilized, and more caring. That is the special role of NGOs. That is why they need to build their capacity to lead in exciting ways, raise more funds, and provide more services. In another article I could list

¹ Non-Governmental Organizations (NGOs), Civil Society Organizations (CSOs), Private Voluntary Organizations (PVOs), Public Benefit Organizations (PBOs, or Non-Profit Organizations (nonprofits)

² [Tax Deductions for Donating to a University \(zacks.com\)](https://www.zacks.com/learn/articles/tax-deductions-for-donating-to-a-university)

³ <https://www.aha.org/statistics/fast-facts-us-hospitals>

The Fundraiser's Responsibility

hundreds of visionary and entrepreneurial leaders who have created extraordinary organizations that have changed the world.

The Importance of Fundraising

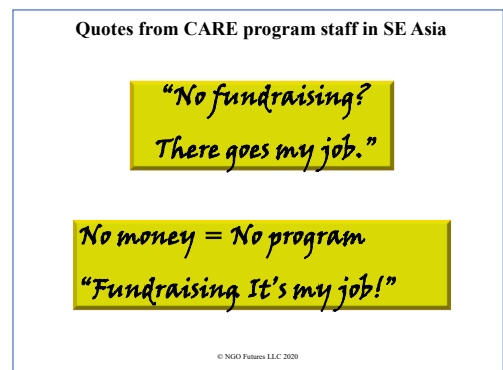
The three basic functions in any organization are program, finance-administration, and fundraising. All three are indispensable, equally significant, and intimately interdependent. Understanding the interdependence of the three functions leads to a powerful conclusion – that everyone in every organization must be committed to excellence in program, in finance-administration, and in fundraising, regardless of their primary responsibilities. If one function is weak, the others suffer. You cannot have good fundraising results without good program results and good finance-administration management. When fundraising fails, program also fails, and finance/administration has nothing to do.

Unfortunately, based on my experience as fundraiser, executive, board member, volunteer, donor, consultant, and trainer, I have seen that fundraising receives insufficient attention in most small and medium-sized organizations. Even more unfortunately, this insufficient attention almost guarantees that these organizations will not grow and many will fail.

I understand that organizations and their leaders focus on program. After all, program is the *raison d'être* that nonprofit organizations are created, why people join them, and what gives the greatest satisfaction – it is the caring and helping function in society. It is a self-evident truth in organizational development that fundraising is the indispensable function that enables an organization to grow and accomplish its program work. It should be no surprise that organizations that give significant attention to fundraising are more successful in fundraising and therefore have greater impact through their larger programs. Too many organizations have values, priorities, and culture that focus overwhelmingly on program and, almost as a second thought, on fundraising.

If you are a fundraiser or another staff member who wants your organization to have greater impact, then this paper is for you. National data in most countries suggest that charities are failing to live up to their potential and failing to earn the trust of donors and failing to demonstrate results in their programs.⁴

This paper will challenge fundraisers and other leaders in nonprofit organizations to dedicate more thought and more effort to outreach, marketing, and fundraising. The result of neglecting to do so, quite clearly, will be insufficient resources to achieve measurable and sustainable impact in your programs. The principles, methods, and tools presented here will enable you to change your organization to have the capacity and commitment to attract and keep donors. This is a paper about how you can do this. It provides examples and methods that work and that will empower you to do the same and even more.



⁴ See the many conclusions of the Edelman Trust Barometers.

The Fundraiser's Responsibility

My Topline View

Outreach is the process of making yourself known to broader publics through public relations, information, education, and advocacy about your vision and mission. It creates the *basis* for more effective marketing and fundraising because more people will know and maybe even respect what you do.

Marketing is the process to research, test, identify, attract, engage, solicit, and retain individuals through mass media, social media, or large group basis. I learned long ago to segment prospective donors into like-minded groups so you could treat all the members of a group in a unique way as a *segment of one*.

Fundraising is the process to research, identify, involve, cultivate, solicit, appreciate, and renew donors including individuals, corporate executives, foundation representatives, government authorities, organization leaders, and others on a *personal* basis.

The three processes have the same objective of engaging people, but each requires entirely different knowledge, skills, strategies, actions, and budgets. Outreach is broad even when targeted – Marketing is mass even when targeted – Fundraising is always personal.

Leadership is changing things to be better. **Management** is doing those things well to get results.

Successful **fundraisers are visionary leaders and effective managers** of outreach, marketing, and fundraising. They raise the money that makes nonprofits work. They enable donors to see their dreams come true. They change the world for the better both for beneficiaries and for donors and volunteers. **They accept their responsibilities both outside and inside the organization.**

Note: Whenever you're hiking in the woods or walking in a city, you are always *looking up* to see where you're going, change direction when necessary, and confirm where you want to get. You're also *looking down* to make sure you're walking carefully and not tripping, but making progress to where you want to get. The looking up function uses that part of your brain or skill set that makes you a good leader, while the looking down function uses that part of your brain or skill set that makes you a good manager. It is clear to me that everyday everyone uses both skill sets, both leadership and management functions. Well, as I learned in my early positions as fundraiser and executive, **you can do this where you work and be both leader and manager.**

What Is Wrong in Society Today?

Before we focus on improvements in organizational capacity, let's look at society today. Palpable discontent is apparent in so many countries. Numerous studies have concluded that large percentages of people are not happy. Many other studies have shown that money is not the means to happiness. Fundraisers need to understand this.

The Fundraiser's Responsibility

- A YouGov poll found that 37% of Britons felt their job was not making a meaningful contribution to the world.⁵ Discontent has greatly increased during and after the isolation which started in 2020.
- A Harris poll found that only 33% of Americans described themselves as happy.⁶
- The United Nations World Happiness Report concluded that happiness has declined in the United States over the past 10 years.⁷
- In a related study, Jeffrey Sachs, the globalist and economist, concluded that “people are rich, but they are not happy.” And “In sum, the United States offers a vivid portrait of a country that is looking for happiness “in all the wrong places.”⁸
- When researchers from Harvard Business School asked 4,000 millionaires to rate their happiness, “the majority of all millionaires said that to be perfectly happy, they’d need to grow their wealth immensely.”⁹
- Other studies have concluded that new social media have made people less happy with more anxiety and fewer real friends.

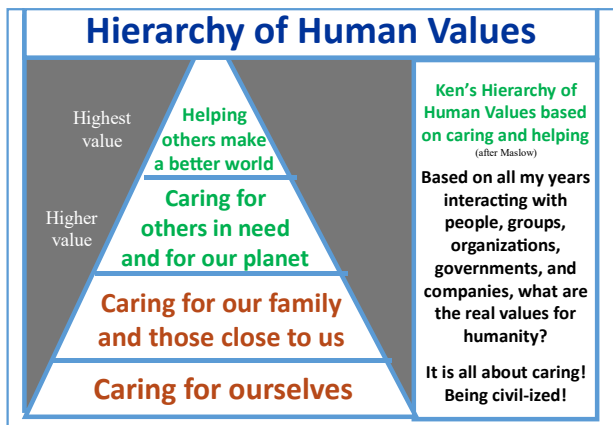
The real questions are “Why are people not happy?” and “What would make them happy?”

Visionary Fundraisers Have Some Answers Here!

I recall years ago speaking with a neighbor who was earning many times what I was earning at Save the Children. When I asked him what he would do if he won the new lottery, he responded, “I would quit my job and do something I like doing.” I felt good because I was happy in my work.

A wise board member told me that more money above a certain level never makes people happy. Certainly, a minimum level of money is needed to cover basic needs, he would say, but above that, if more money is the need, it’s a never-ending cycle of frustration because there will always be other people who have more money, bigger houses, more cars, more of everything. More money will never be satisfying because it’s never enough.

It is a paradox that people who work for NGOs and make less money are generally happier. This is because of the work they do rather than the money they make. They are working for the cause and they are usually giving up higher salaries that they could have in business or government. Why? It’s a matter of *psychic pay* which is the benefit or happiness of knowing that what you’re doing is worthwhile. It feels good to be a caring and helping person.



⁵ <https://yougov.co.uk/news/2015/08/12/british-jobs-meaningless/>

⁶ <http://time.com/4871720/how-happy-are-americans/>

⁷ <http://worldhappiness.report/>

⁸ <https://s3.amazonaws.com/happiness-report/2017/HR17-Ch7.pdf>

⁹ <http://time.com/money/5071182/money-happiness-million/>

The Fundraiser's Responsibility

I have observed that happiness comes from many things – like hearing music you love, seeing a performance of great beauty, observing a child learn to swim or ride a bike, witnessing an incredible 3-point shot or impossible goal, reading that the underdog finally prevails, or doing something to make a better world. When I was a teenager and saved a young teen from drowning in a rip tide, I could not have been happier because of what I did.

Yo-Yo Ma has said that everyone has a dream and that his job is to make people feel it through his music. A study by Matt Killingsworth and Daniel Gilbert, based on data from 5,000 people in 83 countries, concludes that people are happier when they “engage in activities with meaningful goals, like building relationships, helping others and pursuing personal growth.”¹⁰ For the fundraiser then, the real job is not raising money. The real job is enabling people to see that they can help others and can make this world a better place and can feel good about that. It's making people aware of their dreams and enabling them to make those dreams come true.

A favorite story from Native American lore told to me by a Cherokee friend is about the wise elder who tells the young person that we all have a good wolf and a bad wolf battling inside of us. The young person asks, “Well, which wolf wins?” And the elder replies, “The one you choose.” This is all about a vision for a better world. In a similar way, commencement speakers typically tell graduates to “champion good deeds, kindness, tolerance.”¹¹ My own valedictorian speech in high school was something about “going out and doing something good.”

A long time ago George Ross, a mentor of mine, said to me that NGO leaders were the new spiritual leaders of society in the sense that they were the ones who inspire people to live a better life by doing things of value in their society and contributing to a better world. Astute observers have pointed out that in obituaries, people talk about the good the person has done and almost never about the riches accumulated.

The Essential Step Is the Vision the Organization Has for a Better Society

Fundraisers should hold that vision up high and see themselves as visionaries who lead people toward that vision and identify their dreams and make them come true. We see stories all the time of people who step up to make a difference by saving or helping someone else. We call them heroes.

I see donors as the heroes and fundraisers as visionary leaders – together they change the world by enabling dreams to be realized. From the program side, the unique value of a nonprofit is to make this world a better place. From the fundraising side, the unique value of that nonprofit organization is to enable people to do something as donors to make this world a better place. The path to happiness is simple – volunteering time, contributing money, encouraging others to help, and providing support to make dreams come true. **This is the ‘outside work’ for a fundraiser.**



¹⁰ <https://www.thriveglobal.com/stories/11450-here-s-why-happiness-always-feels-just-out-of-reach>

¹¹ Princeton Alumni Weekly, July 11, 2018

The Fundraiser's Responsibility

This is an immense responsibility and an extraordinary opportunity for fundraisers. When we do it right, we are not only making possible the actual programs that make this a better world but we are enabling people to achieve happiness as donors and volunteers.

Total Organization Fundraising™: Working Together for Fundraising Success

To help fundraisers generate the internal support necessary for fundraising, I established the concept or strategy of *Total Organization Fundraising™* in 1996 after more than thirty years as fundraiser, executive, and consultant. I used this approach in my first fundraising positions long before I formalized it as a strategic framework for organizational development.

Total Organizational Fundraising™ is a comprehensive strategy to build organizational culture, commitment, capacity, and effort to generate increased financial support. A fundraiser all alone cannot succeed. *It takes the whole organization working together to achieve fundraising success.*

I am 100% certain that part of the fundraiser's responsibility is to make certain other staff are aware of the need for the organization to be *attractive to donors* and to do their part to make it attractive. Without this, there is no convincing story to tell and no way to satisfy donors who want their dreams to come true. A dream that fails is a nightmare for the donor, the fundraiser, and everyone else in the organization! **This is the 'inside work' for a fundraiser.**

Successful fundraising is not just about fund-raising. It is equally about taking steps to make sure the organization has an attractive and successful story to tell – that program is getting results, finance is reliable, administration efficient, and everything functioning well. To do his or her job, the fundraiser needs to step up to assure the rest of the organization contributes supportively to the fundraising effort. To succeed in raising funds, the fundraiser acts as the *ambassador to the organization from donors* to represent their interests and satisfy their concerns as well as the visionary to the donor world with *a message about what could be and how to do it.*

All fundraising appeals promise effective programs, efficient operations, and ethical behavior, and a fundraiser must be confident these are accurate and honest statements. To be successful, fundraising leadership includes getting everyone working together for fundraising success by incorporating fundraising into their regular responsibilities. It may be little things or big changes or just the right attitudes. Just like the saying, "It takes a village to raise a child" so "It takes an organization to succeed in fundraising." Or as a field worker in Thailand said to me in a training session: "Oh, I get it. Fundraising – It's my responsibility [part of my work] and my job [pays my salary]."

This is not advocating a fundraising revolution or fundraising at all costs or anything goes, but it is advocating that the fundraiser represents the donors inside an organization and makes certain their voices are heard and respected so that the organization will be well-functioning and attractive to donors. After all, donors are giving you their money because they believe you are trustworthy and functioning well in your work as promised. This is not being 'donor-driven' which is a common cry of protest where donors push an organization in the wrong way, but it is assuring you are accurate and honest in your fundraising appeals as a well-functioning and attractive organization.

The Fundraiser's Responsibility

Bigger organizations *have already* dedicated the effort to be trustworthy, efficient, achieving good results, and therefore attractive in their fundraising. This is self-evident in their larger revenues because donors trust and respect them. Many smaller organizations have *not* learned this, and the result is self-evident in their smaller revenues.

Following the *Total Organization Fundraising™* strategy will enable smaller organizations to become bigger by engaging other staff to build their appeal and capacity for fundraising that will produce substantially increased revenues. Not only will this provide increased funds for programs, but the strong donor base will also give an organization the reputation and clout to be more effective in public education, innovative advocacy, and policy change.¹²



A Fundraiser's Responsibility to Lead the Organization to be Donor-Attractive

I have seen that there is opportunity and need for more leadership in most organizations. Leadership often comes from those who are closest to stakeholders. By being closest to current and potential donors, fundraisers have unique experience and unique perspective about what the organization ought to be and what changes internally are needed to be successful.

The leadership steps that enabled me throughout my life were six simple abilities:

1. Networking with others so you have potential partners and allies,
2. Seeing what needs to be done so you can focus on important matters,
3. Seizing opportunity so you take advantage of circumstances to get things done,
4. Stepping up so you actually decide to do it and will lead in new ways,
5. Being persistent so you will achieve the results you want, and
6. Running meetings well so you will get things done there, too.

Yes, running a good meeting is appreciated by everyone in the room! And as a fundraiser, you are a visionary with the powerful message of "what can be!" These six abilities let me get things done that needed to be done again and again in different nonprofits. Perhaps the most important message of this paper is that regardless of your position, high or low or in the middle, you can lead your organization to greater fundraising success. If you have the desire or ambition, you will do it.

Six Realistic Steps to Leadership

Simple steps to lead that everyone can take

1. **Networking with others**
➤ So you have potential partners and allies
2. **Seeing what needs to be done**
➤ So you can focus on important matters.
3. **Seizing opportunity**
➤ So you can take advantage of circumstances.
4. **Stepping up when you hesitate**
➤ So you will actually lead in new ways.
5. **Persisting in spite of roadblocks**
➤ So you will achieve the results that are needed.
6. **Running meetings well**
➤ So you will be known as someone who gets things done on time.

Always based on positive values for a better world!!

¹² See my books listed on my website for more information and guidance: www.NGOFutures.com

The Fundraiser's Responsibility

My internal advocacy as a fundraiser and executive were always about the core elements of successful fundraising and covered the first six strategic steps for successful fundraising: 1) understanding the fundamental principles of fundraising as the basis for success; 2) drafting comprehensive strategic and operational plans which are effective for fundraising; 3) embedding core values and organizational culture to unify everyone to work together for fundraising success; 4) developing proven strategies for fundraising which are appropriate for the organization; 5) assuring that your organization is trustworthy, achieving real results, and communicating accountably to donors; and 6) leading from within the organization when you are not the executive director as needed so your organization will be donor-attractive. These six topics are the core of my four books.

Chief Fundraiser Steps Up to Lead for Donor Attractiveness

1. Trusted
2. Excellent results
3. Superior reports
4. Total accountability
5. Quality performance
6. Professional fundraising
7. Demands accountability
8. Demands everyone helping



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Leadership Attributes

1. Showing vision
2. Fostering change
3. Setting high goals
4. Motivating others
5. Communicating
6. Supporting
7. Working hard



Grounded in values
and good character

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Learning about Fundraising from Mentors, Colleagues, and Competitors

How do people learn fundraising? There are now many ways to learn: seminars and workshops, books and articles, meetings of marketing and PR professionals, the daily flow of newspapers and journals, university courses in nonprofit leadership and fundraising, and of course the many conferences and webinars of the [Association of Fundraising Professionals \(afpglobal.org\)](http://afpglobal.org): “The Association of Fundraising Professionals can offer you the best resources—at the best value for your membership dollar—to help you and your organization succeed.”

All of these are important. However, learning through mentoring at your workplace, peer-to-peer sharing with colleagues and competitors, and your own experience rank high for me for their practical value. As Albert Einstein wrote: “Information is not knowledge. The only source of knowledge is experience.”¹³

I know from my own experience that the “mentoring process” and the “peer-to-peer sharing model” are the next best thing to experience itself and they are extremely effective for fundraisers.

¹³ [Quote by Albert Einstein: “Information is not knowledge. The only source o...” \(goodreads.com\)](http://goodreads.com)

The Fundraiser's Responsibility

Learning from mentors can be the best way to gain practical knowledge and experience. I was so fortunate to have mentors as an employee in every one of positions: AIESEC from previous national presidents; the Institute of International Education from the head of fundraising, the board secretary, and the president; Save the Children from the head of fundraising, whom I eventually succeeded, and the heads of finance and program; Foster Parents Plan (now called Plan International USA) from the board chairperson and head of the nominations committee; and the International Federation of Red Cross and Red Crescent Societies in Geneva from the deputy secretary general and the Secretary General as well. I also learned from many other colleagues in each of these organizations who mentored me about their responsibilities and enhanced my broader knowledge.

Learning from colleagues. Furthermore, in four of these organizations, I met several times a year with my counterparts with similar responsibilities in other countries. What was especially valuable was that we shared both our successes and our failures in marketing and fundraising. Then as head of OD at the Federation, I organized several of their annual fundraising workshops where the best fundraisers from 190 countries presented their most successful campaign, strategy, or method. Can you get better learning than from similar organizations when you exchange detailed information candidly and honestly?

Learning from competitors. A great example was when there was a scandal – the New York Times reported misleading advertising by the organization I was with and our five major competitors. Rather than writing a response to the New York Times, I chose to call the other five fundraisers together to meet immediately. We did and, in one day, we crafted a strong advertising code of ethics which we all agreed and very quickly got our executive directors to confirm. So within a week, we could respond to the critical article with an approach that said something like: “We heard you. We met. We changed. We will do better.” The cover changed from critical to admiring. Even more important is that I learned that my competitors were nice people with similar values and goals. So I called another meeting because I thought we could share more and learn from each other. When we are about to meet a few weeks later, my executive director said “You can go, just don’t say anything.” Of course, I opened the meeting by saying exactly that and everyone laughed because that is exactly what they heard as well. We shared and learned so much through honest sharing (no donor names or confidential transactions, of course) that we met many times over the next few years. 10 years later, I looked at the incomes of those six organizations and saw that they far exceeded the average growth of other NGOs.

The potential of both mentoring at work and learning from fundraising colleagues and competitors in similar NGOs is enormous if you share experiences with them. They know your business and your challenges and opportunities better than anyone else. If you can create an open environment of sharing, everyone involved will benefit by giving and receiving. My learning was from peers in affiliates of the same organization. However, I have promoted the same *peer-to-peer sharing model* to other national NGOs with local affiliates, nonprofits in the same location, and everywhere else I can.

Being ‘on-the-job with eyes-wide-open’ is important for fundraisers. My own learning is based on experience and sharing guided by insights by my mentors and from the great writers in literature, psychology, sociology, and management.

The Fundraiser's Responsibility

When my wife and I moved to Geneva, Switzerland, in 1994, I discovered my second career as consultant, strategist, and trainer for NGOs. Countries in Eastern and Central Europe were newly open to civil society and many leaders of new nonprofits were eager to learn about planning, strategy, fundraising, accountability, boards of directors, and other key points about NGOs that I knew quite well. For 25 years, I was providing non-stop trainings and consulting in those countries and then others around the world. In 1996 as indicated above, I gave a talk to the members of the Federation of International Institutions in Geneva about *The 'New Fundamentals' of Fundraising* which was the basis of what has become Total Organization Fundraising. I have developed and refined that concept through frequent lectures, numerous training sessions, and many consulting assignments in scores of countries. The approach has been well received. As the fundraiser for the Ukrainian Down Syndrome Organization said to me, "All the skills you taught me, I use."

I see three primary audiences for the Total Organization Fundraising strategy:

- My initial thinking about the primary audience was the fundraisers, executives, and board members of NGOs in Eastern and Central Europe and other countries where NGOs are developing.
- Then because of consulting assignments with NGOs in the United States and 35 other countries, I realized that there is a large market of NGOs who want to increase their sustainable fundraising and are also in need of this kind of guidance.
- Finally, a third audience for this paper is the large inflow of new fundraisers for organizations of all sizes around the world who will also benefit from the guidance in this paper. Studies reveal an alarming rate of turnover in the fundraising field.¹⁴ The lessons here could well make their careers more successful, more satisfying, and more lasting.

The material in this paper is supplemented with much more detail, examples, guidance, and worksheets available to download. These materials are also available in French and Spanish at www.NGOFutures.com

Background on the Author

"My first real fundraising venture was when I was getting my MA at the University of Michigan, and raised \$25,000 in 1964 from the three automobile companies (incredibly that's \$252,000 in purchasing power today!¹⁵) which covered the cost of travel and accommodations for about 100 AIESEC students from around the country. But what I learned is that I could not do it by myself. It required an introduction to the three senior executives by the dean of the business school. It's all about networking to succeed in fundraising."

Ken Phillips has worked in the nonprofit sector for more than sixty years. His first position was as President of AIESEC-US (the international student-run organization promoting peace and international understanding through leadership and international experience) where he increased the exchanges and revenues by 50% in two years. He then served as Coordinator of Planning and Project Development at the Institute of International Education in New York. Responsible for

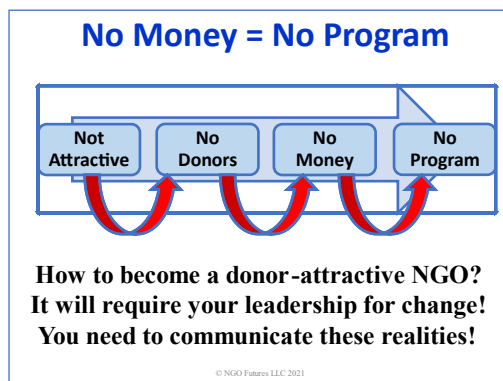
¹⁴ <http://www.thenonproffitimes.com/news-articles/half-of-all-fundraisers-flee/>

¹⁵ [what is \\$25,000 in 1963 worth today - Search \(bing.com\)](#)

The Fundraiser's Responsibility

corporate and foundation fundraising, he developed new international programs and managed a successful \$2.5 million anniversary campaign (\$19.4 million in today's dollars¹⁶).

As Vice President of Development at Save the Children US, he developed new branding and new strategy, diversified the fundraising function, and achieved a tripling of public awareness and a doubling of income. As President and Executive Director of Foster Parents Plan (now Plan International USA), he professionalized the staff, expanded the board, established a prestigious honorary board, initiated effective educational and advocacy programs, and tripled the number of donors and the revenues to \$30 million (\$67 million today¹⁷).



As a member of the board and chairman at InterAction (the association of American NGOs working internationally), he organized a major fundraising study for the sector, led the first association-wide strategic planning process, successfully advocated support for the Convention on the Rights of the Child, and led the creation of InterAction's pioneering NGO Standards.

As Head of Organizational Development for the International Federation of Red Cross and Red Crescent Societies in Geneva, he created the theoretical framework, strategies, and measurements for effective organizational development for its National Societies. This included guidance, tools, and models for staff and consultants to support National Societies in leadership, governance, management, planning, finance, fundraising, programming, volunteering, youth, community development, and capacity building.

He established NGO Futures Sàrl in Geneva in 1995 and recreated it as NGO Futures LLC in the United States in 2002. His consulting in 30+ countries focused on facilitating strategic and operational planning, guiding clients to financial sustainability, fostering organizational capacity building, and mentoring senior executives and board members. He has been a frequent speaker at conferences in many countries. His signature presentation is Total Organization Fundraising. His focus now is as an author of books about everything he has learned about what makes an NGO succeed and what makes it fail.

He has an undergraduate degree from Princeton University and master's degrees from the University of Michigan in literature and New York University in economics. He resides in Boston with his wife Rebecca and is the proud father of three and grandfather of five.



¹⁶ [\\$2,500,000 in 1971 is How Much Today? \(calculateme.com\)](https://www.calculateme.com)

¹⁷ <https://www.calculateme.com/inflation/30000000-dollars/from-1992/to-now>