

## SA Fundraisers clamour for more!



Delegates to the recent Downes, Murray International 'Out and Out Best Fundraising Seminar' came away energised, informed and inspired to 'move some more mountains'.



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If the enthusiastic comments on the evaluation forms are anything to go by, The *Out & Out Best Fundraising Seminar* certainly lived up to its name!

Delegates described the day as 'Well worth the time and money, a real energiser ... great stuff – we definitely need more of this! ... well presented and organised ... thanks for a stimulating, thought-provoking day ... I gained lots of valuable information and look forward to applying it.' Many wanted more time – a five-day seminar was suggested – or more seminars along similar lines.

Doyen of South African fundraising, Terry Murray, set the scene by sharing a few statistics that challenge the common misconception that the majority of charitable donations are made by corporates, trusts and foundations. In America, latest figures reveal that 80% of all donations come from individuals, with a whopping US\$7.2 billion provided by just sixty top donors. Eleven of the top sixty donations were bequests, the largest of which was \$111 million.

The message was clear; South African non-profits which fail to implement fundraising programmes aimed at individuals, or which ignore the potential of income from bequests, do so at their peril!

Undisputed star of the conference was Marc Nohr, a warm, motivational and extremely knowledgeable presenter from Britain, where he is Managing Director of the large and successful *Lion Agency*.

In his first presentation, Marc tackled the often neglected subject of branding which, as he explained, is not a logo, but everything an

organisation does and says. As competition for the charitable rand becomes fiercer, it becomes even more vital for non-profits to have a clear identity that sets them apart from others.

Later on, Marc led a session entitled *Creativity that Sings* in which he showcased examples of creative solutions developed by his Agency, that literally had the audience oohing and aahing (or singing!).

A more pragmatic approach was offered by local speakers, Emmi Albers (Client Services Director of DMI) and Sheila McCallum (Creative Director of DMI) who shared the results of actual tests run on creative concepts, lists and media.

A second expert from the UK, David Ford of *Sme & Ford*, tackled the sensitive subject of bequest promotion with a practical and humorous approach that had delegates laughing and ultimately conceding that he had removed their fear of the 'D' word. As David pointed out: no charitable organisation has ever received a bequest from a dead person. The decision to give is always made by the living.

This session was followed by some eye-opening case histories of South African bequest programmes, outlined by local expert, Jenni McLeod (Consultancy Services Director of DMI) – and an extremely pertinent talk by Yvonne Boden of *Garlicke & Bousfield*, regarding the implications of the latest tax laws (see page 4 of this issue).

To end in the words of another of those present: 'I thoroughly enjoyed this seminar. It reinforced the reason I still fundraise.' ■

# A question of attitude

**T**he dictionary defines attitude as: *'fixed opinion or judgement, settled mode of thinking.'*

And I can't help but notice how many individuals and organisations in the not-for-profit sector are being held back by their attitude.

Too often, we clutch onto attitudes like, 'That's the way we've always done it' and 'It's worked reasonably well for the last 12 years – why change it?' Or, 'We've tried that once and it didn't work'. And the old chestnut, 'That will never work here.'

The only advantage that comes from clinging to these attitudes is that we hold onto our 'comfort zone'. We avoid the uncertainty and often discomfort of change, and we convince ourselves that there is no need to take risks.

The downside is that we never truly try anything new that might improve our fundraising skills (and income) and we run the even greater risk of holding onto

a programme or way of doing things that is gradually dying.

About 15 years ago, I was heading up what was then (and still is today) the largest and most successful direct mail fundraising company in South Africa. Our not-for-profit clients were successful and I was comfortable that we could

hold our own in any circumstances. After all, the direct mail packages that we had designed for clients had won International Awards in the USA, UK and Europe.

But there was this niggling fear that this situation might not last; that direct mail fundraising might be overtaken by new or different fundraising methods – like the Internet or telemarketing. And our clients needed more than just direct mail fundraising advice – they were looking for guidance in capital fundraising, face-to-face approaches, Corporate and Foundation proposals and bequest promotion. And whilst these were all the areas about which we knew a fair bit, we were certainly not experts.

So, in 1986, I decided that we needed to search out new and different fundraising ideas to offer our clients and I signed up to attend the Australian Institute of Fundraising Convention and made appointments to visit the top fundraising consultancy firms in Australia. One of these firms was Downes Venn & Associates and I was introduced to Michael Downes and the concept of Total Development. The result was an initial 5-day visit to South Africa by Michael, where he taught us the basics of

conducting a Feasibility and Planning Study. In November of 1986, Michael returned to South Africa and together with him, we conducted a series of three-day Total Development Workshops in each of Johannesburg, Cape Town and Durban. Nearly 200 South African fundraisers attended these workshops and they were a turning point in the history of fundraising in South Africa.

Suddenly there was this realisation that direct mail fundraising, major gifts, capital fundraising and bequest promotion could all be integrated in one coherent programme that could maximize fundraising income for any organisation. And that realisation created a demand for consultancy and guidance in the implementation of Total Development, which resulted in the birth of Downes, Murray International – a full-scale fundraising consultancy – in May of 1987.

And it was then that I realised that I had created a monster for myself (and my colleagues). From a nice, comfortable situation where I had felt that I pretty much knew everything, I had moved into a whole new field where I had no experience on which to draw, no anecdotes to tell, no first-hand success

statistics to relate. There were times when I cursed my decision to move out of my comfortable niche, and there were times when I would have given

anything to have things the way they were before.

Of course, the reality wasn't as bad as my worst fears – and with the help of Michael Downes we developed the necessary expertise to give solid, professional guidance. Soon we had our own portfolio of successful case histories and a number of satisfied client organisations.

But the lesson I learned is that without change – as uncomfortable as it often is – there is no growth, no innovation, and no improvement in for you or your organisation.

And so to return to 'attitude'. Our attitude to new ideas, to different thinking, to change of any kind is what either keeps us and our organisation trapped in comfortable mediocrity, or opens our minds to opportunities for personal and organisational growth.

In conclusion, I urge you – no matter what your position in the not-for-profit sector, fundraiser, director, chief executive, board member, co-ordinator, volunteer – to believe in the power of new or different thinking, to embrace change when it confronts you and to at least try other ways of doing things when they are presented to you – and to try these with enthusiasm and an open mind. ■



*Terry A Murray is Founder and former Chairman of Downes, Murray International and President of DVA Navion in South Africa.*

***'... believe in the power of new or different thinking ...'***

# Milestone Thinking

*On-Target Observations in brief*

## Right for the job?

While hiring someone with a proven track record in development is wise, there's an even more important quality to look for: passion about your organisation's mission. If they believe, they will produce.

*With acknowledgement to Successful Fund Raising April 2001*

## Right audience is the key

Those who receive your mailing are more important than the copy on your letter, the image on your postcard or the offer in your envelope. Using a bad list can waste all the other elements that are part of your mailing.

*With acknowledgement to Lynn Amaya quoted in Successful Fund Raising April 2001*

## An effective fundraising letter ...

- is an appeal from one person to another;
- describes an opportunity for the recipient to meet personal needs by supporting a worthy charitable aim;
- invites the recipient to take specific and immediate action.

*With acknowledgement to Fund Raising Management April 2001*

## Think of it as an 'exchange'

According to Russell G Weigand, when you ask a person for a gift, you're not taking something away from them.

'What you're doing is exchanging their gift for the opportunity to allow the organisation to do something that person finds valuable and important to them.'

*With acknowledgement to Successful Fund Raising August 2001*

## Attract web site visitors

In your next direct mail campaign, assign a different number to each letter sent out and instruct recipients to see if their number is listed as the winner of a prize on your web site.

*With acknowledgement to Successful Fund Raising October 2000*



## To see again

In South Africa today, there are more than 160 000 people who are *unnecessarily* blind; their vision eroded by cataract, a gradual clouding of the lens of the eye.

In a dramatic effort to restore these people's vision, the *Right to Sight* Campaign was launched at the beginning of the year. The aim of the project is to increase the number of cataract operations performed annually so that the backlog of patients will be cleared within five years, thus effectively eradicating this form of blindness.

Dr Paul Davis, Chairman of the *Bureau for Prevention of Blindness* and leader of the *Right to Sight* Campaign says, 'It is totally unacceptable that so many people should be robbed of their sight when their form of blindness is curable through surgery that is as cost effective as immunisation. In fact, cataract surgery is one of the most cost effective surgical interventions there is.' (World Bank report)

The project is a joint venture between the Bureau, Ossa, the SA Optometric Association and private hospital groups. While surgery will not be free, it will be performed at greatly reduced cost.

Funds are being raised to sponsor operations for indigent people. For as little as R1650, someone affected by cataract can be given the gift of sight.

**(Readers are invited to submit photographs, together with a brief overview of their organisation's work, for inclusion in this regular feature).** ■

*Expression of joy ... the gift of sight is surely one of the most precious gifts of all.*

*The Right to Sight Campaign aims to eliminate cataract blindness in South Africa within the next five years.*

## FUNDRAISING FORUM

Fundraising Forum is a regular newsletter dedicated to the enhancement of management, fundraising techniques and the promotion of community service, welfare and not-for-profit organisations of all kinds.

It is published by Downes, Murray International and circulated, free of charge, to anyone with an interest in the growth and improvement of the non-profit sector and those served by it.

In addition to regular features written by DMI staff, there are extracts from worldwide fundraising publications which are reprinted with acknowledgement to the publishers.

We welcome submissions for publication from all writers involved in not-for-profit work.

# How will new tax laws affect your organisation?

*Many local non-profits seem to be unaware that the Taxation Laws Amendment Act, which came into effect on 15 July 2001, requires them to re-apply for tax exemption status. Yvonne Boden explains the implications of the new law.*

**M**any local non-profits seem to be unaware that the Taxation Laws Amendment Act, which came into effect on 15 July 2001, requires them to re-apply for tax exemption status. Yvonne Boden of attorneys Garlicke & Bousfield Inc. explains the implications of the new law.

The introduction on 15 July 2001 of the Taxation Laws Amendment Act 30 of 2000 could be described as a recognition on the part of Government that the current legislation did not go far enough to encourage the role that non-profit organisations play in South Africa.

Whilst administratively there is 'bad news' for the South African non-profits, the new legislation has brought about some welcome changes.

In order for any organisation to retain its tax exemption status, it will need to classify as a 'public benefit organisation' (PBO) and it will need to carry on one or more 'public benefit activities' in a non-profit manner. The Minister of Finance has identified a list of approved public benefit activities which fall within 9 broad categories, namely:

- Welfare & Humanitarian
- Health Care
- Land & Housing
- Education & Development
- Religion, belief & philosophy
- Cultural
- Conservation, environment and animal welfare
- Research
- Sport

If any organisation wishes to retain its tax exemption status it is necessary to apply to the Commissioner for the SA Revenue Services to be approved as a PBO which, if successful, will then confer on it tax exemption status.

To relieve the considerable burden that has been created by the need for fresh income tax exemption applications, the legislation provides that the person responsible in a fiduciary capacity for the funds and assets of an organisation must furnish the Commissioner with a written undertaking that the organisation will be administered in compliance with the specific provisions of Section 30 of the Income Tax Act as amended. This will effectively give the organisation 5 years in which to obtain approval as a PBO.



*Yvonne Boden is a Director of Garlicke & Bousfield Inc., where she heads the Estate & Trusts Department.*

What then is the 'good news'? Perhaps the most positive aspect of the new legislation is the broadening of the category of donations which are now deductible for income tax purposes. Previously only donations to approved educational institutions or funds could be claimed by a donor as a deduction for income tax purposes. This has now been extended to include donations to approved organisations providing welfare and humanitarian services and approved health care organisations concerned with the prevention of HIV infection and the care and counselling of persons afflicted with HIV/Aids as well as their families. Although the income tax deduction is limited to the greater of R1000 or 5% of the donor's taxable income, the new legislation encourages donors to support a broader category of organisations carrying out worthwhile work.

These qualifying PBO's must ensure that the receipt that they issue to donors contains all the information required by the new Section 18A, including the PBO's name, address and reference number, the date of receipt of the donation, the donor's name and address, the amount of the donation or the nature of the donation if it is not cash, and a certification that the receipt is issued for the purposes of Section 18A of the Income Tax Act and that the donation has been or will be used exclusively for the object of the PBO concerned. If the receipt is deficient, the donor may not obtain the income tax deduction.

More information on this can be obtained by visiting the SARS website on [www.sars.gov.za](http://www.sars.gov.za)

# Seniors and the online Revolution

**A**lmost 80 per cent of the wealth in the is in the hands of older Americans. The Depression/World War II generation controls over \$43 trillion, which it will transfer to families, the government and those charities who can get their messages through.

But what's the best way to get to it? If they remain tied to the traditional direct-mail and phone-solicitation approach, they will find themselves falling dangerously far behind the curve, because the Internet is changing all the rules.

In just the past decade it has altered the face of both communication and business transactions – and it is still in its technological infancy. Though the specifics of its future may be impossible to read, one thing can be said for sure: the Internet, in whatever form, will become the linchpin in the development of a global, interconnected society. And members of that society, especially its older citizens, are searching for ways to invest and transfer their holdings.

Yet there is a common misconception that seniors resist the use of computers and the Internet.

The truth is exactly the opposite. On average, seniors who own computers spend more time logging in to the Internet than any other segment of American society.

Seniors have more free time at their disposal than the younger sectors of society, and they use this time online to expand their social interests, do research and conduct financial business. And 50+ Internet users tend to be the best educated, most literate and most affluent members of their age group.

A recent survey concluded that 50 per cent of the U.S. population – equally divided among men and women – now own a home computer. Have seniors fallen behind in this picture? By no means.

Adults 55+ are the fastest growing sector of the PC purchasing public.

Responses from 1001 SeniorNet volunteers 50 years and older surveyed this year indicate that:

- Two-thirds of the SeniorNet community spend over 10 hours a week online.
- Over one-third have been online for two years or less.
- The majority make online purchases, especially of computer products and books. One day soon, givers will be as

comfortable clicking an e-donation as they are writing a cheque. In 1999, for example, the Red Cross received \$2 760,000 online.

The Salvation Army, which began accepting gifts only in October 1999, has experienced a steady \$50,000 per month from nothing more than a 'donate' button on its Website.

But raising money through the Internet goes much further than merely accepting online credit card donations. The Internet provides a new worldview with almost unlimited potential.

As a concrete example of where the Internet can take planned giving, in September 1999, Fidelity Charitable Gift Fund announced the creation of the CyberDonor Centre, 'a one-stop Website that helps donors manage all their charitable giving needs via the Internet, from the establishment and management of accounts to extensive educational resources and online grant-making.'

This sort of open-ended approach to the possibilities of online giving is the wave of the future – and for anyone involved in planned giving, that future is now. To meet the competition, every planned giving organisation needs an inviting, informative, full-featured, interactive Website that will ensure repeated visits from older Americans interested in making a planned donation.

The most affluent, educated members of the senior generation have already jumped feet-first into the Internet to overcome their traditional feeling of isolation and to bring themselves closer to the global community. Through the Web and through e-mail they communicate, conduct research, purchase goods and plan how to distribute their holdings. With their wealth, their interest and their computer literacy, they constitute a social force never before encountered.

And they are out there looking for you, right now. For more information, visit [www.virtualgiving.com](http://www.virtualgiving.com)

*Seniors who own computers spend more time logging in to the Internet than any other segment of American society. Derek Davis urges non-profits to develop online relationships with these prospective donors.*



*With acknowledgement to  
Fund Raising  
Management April 2001*

# Getting friends to give

*Many American non-profits are making a big effort to persuade board members and loyal volunteers to make fundraising pitches Nicole Lewis explains how it works.*



**E**lizabeth Davis has long supported the Vermont Food Bank as a donor and a board member. But when the charity asked her to persuade her family and friends to help finance a new warehouse, Ms Davis hesitated.

She knew that one of her uncles had the wherewithal to make a large gift, but the thought of asking him to give money – even for a good cause – made her nervous.

Nevertheless, Ms Davis agreed to try so long as Deborah Flateman, who heads the food bank, came along on the visit to solicit her uncle. She warned Ms Flateman that she might get stuck when it came to asking for the money. 'I'll try, but if it doesn't come out, just do it,' Ms Davis said.

Although Ms Flateman did end up asking for the money, Ms Davis's show of commitment to the food bank and its goal of building a new warehouse made a difference. A week after the visit to her uncle, the food bank received his pledge for \$6,000.

'I started crying when Deborah called and told me,' recalls Ms Davis. 'It definitely got me psyched and thinking, Who else can I call?'

On her next solicitation visit to a family friend, Ms Davis made the fundraising request herself – and landed another \$1,000 for the charity.

Raising money from friends can cause high anxiety among charity board members and volunteers, but some non-profit groups have come up with ways to help smooth the process. Not only do charity officials volunteer to go along on fundraising visits, but they practice mock solicitations and offer other assistance to make volunteers comfortable.

People don't like to talk about money because it can feel like 'prying too much' into private matters, says Marla Bobowick, an official at the National Center for Nonprofit Boards, in Washington.

Some fundraisers worry that their friends may feel pressured to give and become resentful. Others fear rejection from the people they know. But the rewards of using personal relationships to help raise money can be great if the appeal is handled in the right way.

## **A fine art: Persuading friends to make a donation to your favourite cause**

Successful solicitors recommend making it clear upfront that the purpose of a proposed meeting will be to discuss a gift, so the friend doesn't end up feeling ambushed or used. They also emphasize that everyone asking for a donation should already have made a financial

contribution, to signify a personal commitment to the group.

Annie Ellman, co-founder and head of the Center for Anti-Violence Education, in Brooklyn, N.Y., used to feel so uncomfortable asking her friends for donations that she would put several issues on the agenda when she arranged meetings. But that strategy proved distracting to her primary goal of raising money.

'If people know exactly why they are being asked for the meeting, and they say yes, they will usually give you the money,' she says.

Ms Ellman also recommends beginning such a meeting with an anecdote about one aspect of a charity's work that is most likely to match the friend's interests.

The goal should be to get friends excited about the charity's mission and work, agrees Pamela M. Barrett, president of Hospice and Palliative Care of Greensboro. 'If you expect someone to give because of your personal relationship, that's not going to be effective.' 'They have to catch some bit of the fire of the organisation'.

Ms Barrett adds that there is a right and a wrong way to spread enthusiasm for a cause. 'The right way is to share your excitement and ask them to participate,' she says. 'Arm-twisting and that kind of quid pro quo is the wrong way.'

## **Persistence helps**

Even when the request is presented just right, friends may still say no. When that happens, fund raisers must gauge whether to push the request or step back.

The person seeking a gift can turn some responses that sound negative into opportunities to discuss the gift. For example, if friends say they have already committed their charitable dollars for the year, solicitors can ask to talk about the possibility of a future gift. If friends say the organisation doesn't sound familiar, solicitors might respond by offering to provide more information.

Charities must not wear out solicitors by expecting them to keep asking the same contacts for contributions year after year, experts say. After the initial gift, the charity should take responsibility for keeping the donor interested in the cause.

If charities do not forge relationships with those new donors, contributions will dry up if the donor's friend stops volunteering for the charity.

Ms Roth, an Oakland consultant, agrees. 'Almost anyone can get their friends to give a one-time gift. It's the organisation's challenge to convert these people to become loyal to the organisation, and not just give because of a connection with a friend.' ■

*With acknowledgement  
to  
The Chronicle of  
Philanthropy,*

# 10 tips for creating a culture of fundraising

**1. Send staff and board to fundraising trainings** – not just once, but periodically as the need for greater skills arises. Helping staff and volunteers get the basic skills from a one-time training is extremely useful, but providing regular opportunities for trainings in specific areas – such as asking for money, organising house parties, or writing effective letters – will build more skills among a broad group of people in your organisation.

**2. Don't segregate fundraising from programme activities.** When planning for either fundraising or programme work, invite input from people whose primary work is in the other sphere. It is important that fundraising not be relegated to one or a few people in a development office, but distributed among board members, non-fundraising staff, and volunteers.

Another part of this equation, however, is giving fundraising staff opportunities to share in the programme work by actually having responsibilities traditionally associated with programme or by being part of the planning, problem-solving, and evaluation that goes on around programme work.

**3. Set aside time once or twice a year at board or staff meetings to discuss some aspect of money and our society's attitudes about it.** The group can come up with topics they want to pursue, such as whether money can be considered 'dirty' or 'clean,' the role of taxes and the government in funding the work we do, and so on. These conversations are extremely useful in helping people become more forthcoming about money in general and more comfortable when talking to donors. Greater comfort among board and staff in speaking about money will not only give your fundraising a boost, it will also increase your level of engagement with each other about issues that affect your work.

**4. Make sure you have representation of staff, board, volunteers, and members for each fundraising activity.** Special events are one type of fundraising activity that often involves a volunteer committee of board members and others along with staff support. But what about direct mail campaigns, or small-scale phone-a-thons to a targeted part of your list? Major donor campaigns, too, will raise more money if you make sure to include people on the committee who represent different constituencies of your organisation.

**5. Develop specific ways for people to get involved.** One of the biggest mistakes I see groups make

is to bring a fundraising consultant in to conduct a training with the board but not have a campaign or project for board members to get involved with immediately. Telling board members or volunteers that they must engage in fundraising, but leaving it up to them to figure out exactly how, doesn't work. For folks who are reluctant to have anything to do with fundraising, find simple tasks that aren't so threatening, such as adding personal notes to letters or making calls to thank donors for their gifts. Later they can move on to ask for money or plan a house party.

**6. Create an annual pledge form on which board members indicate what they are willing to do that year in the area of fundraising (and giving).** In addition to specifying various activities they can choose from – such as joining the special events committee, participating in phone-banking or a major donor campaign, or selling raffle tickets – you can give board members the option to decide for themselves how they want to participate. This often gets more positive results than giving them a pre-selected, non-negotiable set of tasks to carry out.

**7. Leadership from the executive director and the chair of the board are critical.** They both need to support the notion that fundraising is a shared responsibility among all members of the organisation. If the executive director believes that the development staff are responsible for doing all the fundraising for the organisation, then other staff will follow that lead.

**8. Celebrate your fundraising successes.** Make sure people are recognized and rewarded for their contributions, even if there isn't a lot of money to show for them initially.

**9. Use an organising model to get people involved.** If you're starting with a completely resistant group of people on the board or staff, don't try to recruit everyone to the cause at once. Approach those who seem most open and use them to help convert others to the work. Don't worry so much about the people who complain and argue that they shouldn't have to raise money; concentrate on those who understand why it's important to be involved and others will eventually follow.

**10. Make a commitment to create a culture of fundraising, knowing that it may take some time.** Keep in mind that changing an organisation's culture can sometimes take years. Don't give up too fast. ■

*Creating a culture of fundraising means understanding that fundraising must be integrated into all aspects of an organisation's work and structure. However, as Stephanie Roth explains, it also means not isolating the fundraising staff from programme discussions, plans and activities.*

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*With acknowledgement to  
The Grassroots  
Fundraising Journal  
May/June 2001*

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# Tips for keeping your callers motivated

**A**t New York's Keuka College, telemarketing callers stay up and motivated with the help of some simple, but crowd-pleasing incentives, says Jessica Van Auken, manager of annual giving programmes. These incentives include candy and soda on hand at all times, 50-cent bonuses for each new or increased gift, and the random distribution of prizes for most pledges earned or most money earned.

Here are some other novel ideas organisations employ to keep callers motivated:

*'We offer incentives for the best refusal or conversation. At the end of each night, callers submit their best or most interesting refusal or conversation point they had. The group then votes on the winner. Prizes vary from coffee gift certificates to pens and shirts. We also provide a treat to the nightly calling team who achieved the weekly objective. Objectives range from most contacts in a night to various financial or address update goals. Because it was summer, treats included ice cream bars, freezies, etc. I ended the calling with an ice cream cake party.'*

Marilyn F. Field, Annual Giving  
Co-ordinator, Wilfrid Laurier University,  
Waterloo, Ontario

*'We have found the best motivator to be what we call 'Early Outs.' Once we are established in the midst of an appeal and have certain goals to reach, I'll raise the evening goal above what the average has been in an evening. If the calling team meets the goal, they can leave for the evening and still get paid for the whole shift. I'll do the same thing if we need to meet a goal for number of pledges. This seems to work very well; the difficulty is making sure not to make the goal too high that it's unattainable or too low that they are out in an hour. Sometimes it takes a little practice. But it really motivates them and gets them to work effectively as a team - they have a lot of fun working together and it also pushes them to ask for larger amounts from non donors.'*

Julia Parnel, Annual Fund Manager,  
Hazelden Foundation, Center City,  
Minnesota

*'I have found that the callers do better if I give them a break in the middle of the calling session for drinks and snacks and time to talk about the session, address any problems and visit with each other. I also let*

*them know where we are in pledges and how that compares to where we were at the break the night before. After these 15-minute breaks, they are ready to get back on the phones.'*

Marlena Himes, Director of Development,  
University of Mobile, Mobile, Alabama

*'To deal with aggravation, we have a policy that any student who has a bad phone call is required to get up, walk away from the table and take a breath. We all know how hard it is to ask for money, and when an alum is rude, it really takes the wind out of their sails. We have a stash of candy in the back for these particular moments. They get away, get a treat, share the experience so we can laugh over it (if possible), and then they get back to it.'*

Erin P. Crowley, Director of Annual Giving,  
Philadelphia University, Philadelphia,  
Pennsylvania ■

*With acknowledgement to  
Successful Fund Raising  
July 2001*

## DMI new staff appointment



DMI is delighted to announce the appointment of Richard Solomon, who joins the creative team from the beginning of September.

Richard, who has a diploma in journalism, worked previously as art director for *Essentials* magazine and, more recently, as editor/publicist for The Playhouse Company.

With his excellent writing, graphic and web design skills, Richard will bring new depth to the existing creative service offered by Downes Murray International. ■

*Fundraising Forum is edited by Sheila McCallum and Terry A Murray and published by Downes Murray International*

## Downes Murray International

DMI are fundraising consultants, working with non-profit and non-government organisations of all kinds, to increase their fundraising effectiveness.

We offer feasibility studies, strategic planning workshops, direct mail fundraising, mail/phone, corporate and capital fundraising campaigns, and bequest promotion programmes. In addition, DMI has close links with a number of fundraising consultancies across the globe, enabling us to keep a finger on the pulse of international trends and techniques. For further information details contact your nearest office.

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