

# FUNDRAISING

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# FORUM

60% of big charities say Internet fundraising was stronger in 2011, than in 2010, according to a recent *Chronicle of Philanthropy* survey.

## Web-savvy supporters help make online giving an expanding bright spot



**O**nline donations continue to swell charity coffers even at a time when many other types of donations have yet to rebound from the bad economy, a new *Chronicle of Philanthropy* study shows.

Six in 10 charities say they raised more money online last year than in the previous year. And 2010 was a good year for online giving, as donations rose 34% for America's biggest charities.

In perhaps the biggest sign that online giving is reaching financial maturity, nine charities in *The Chronicle of Philanthropy's* survey reported they received individual gifts of \$10 000 or more online – and one of those was for half a million dollars.

'There is a change in donors who are more comfortable online,' says Nancy Klein, chief marketing and revenue officer at the Leukemia & Lymphoma Society, in New York, which collected one-third of all its donations raised via the Internet in 2010.

The 140 large nonprofit groups that provided data for the two year period for the survey raised a combined \$1.2-billion in online donations in 2010, compared with \$887-million in 2009.

For many groups in the survey, the earthquake in Haiti in 2010 produced a big rise in donations. Twenty groups in *The Chronicle of Philanthropy's* survey saw their online donations more than double from 2009, largely as a result of giving for Haiti relief and recovery efforts. If giving to the 32 groups that raised money for Haiti are included in the tally, giving rose by more than 50%.

### Better websites

To boost online giving, many organisations improved their websites over the past year, personalising communication with donors and setting up special features to encourage people not just to make gifts, but also to get involved in the cause.

And while some charities are raising substantial parts of their budgets online, that is not yet the norm. Online gifts

accounted for a median 1.5% of total giving for all charities in the survey, meaning that half received a bigger share of gifts online and half a smaller share.

The slow economy has prompted many charities to focus their online solicitations on smaller gifts.

Charities say they are attracting bigger numbers of donations as a result of the push for small donations, and they are benefitting from increased promotion of monthly gifts.

However, some groups are focusing more on big online donors. For instance, Vanderbilt University, in Nashville, reported the largest online gift of any organisation in the survey: \$500 000. It was part of a four-year, \$2-million pledge, but in 2011 the donor decided it was easier to make the payment online, says Charles Melichar, senior vice-chancellor at Vanderbilt.

### Empowering donors

Texas Children's Hospital, in Houston, landed its first \$100 000 online gift from Chris Brown, a 40-year-old energy trader, and his wife, Jennifer, who is 34. They believe others of their generation want to do the same.

Before the recession, Texas Children's Hospital didn't do much with online fundraising, but it expanded its efforts in 2008.

'It was suddenly a bright spot in a time when other fundraising was down, and today it's an integral part of the hospital's fundraising strategy,' says John Scales, senior vice-president for development at the hospital. 'You get people engaged, and they give.'

One reason the hospital did so well is that its website provides features for people who want to do fundraising on the hospital's behalf, says Tara Mermis, its manager of e-philanthropy.

'We used to get phone calls from people wondering what they might do to help. Now we can give them a way to help us raise money', she says.

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# The first 30 seconds

*Going slowly is key to conversation, as Rick Christ reports.*

**T**elephone calls to lapsed donors can bring them back. Calls to brand new donors, especially online donors, can turn a drive-by donor into a second-time giver, or even a monthly donor.

It's a fact that it's more profitable to a call a new online donor and ask for a monthly gift, than it is to send them another email.

And, while the first 30 seconds are key to the success of the call, the typical telemarketer wins or loses in the first five seconds.

'Hello. My name is Joe Smith. Mary Jones, the Executive Director of XYZ Organisation, asked me to call and to thank you for your recent gift.' Five seconds.

Don't rush the introduction. It's the most important part of the call. It spells the difference between a telemarketing call and a phone conversation with your donor's favourite charity.

If you don't treat your name and the name of the organisation for which you're calling as if they are important, then the recipient of the call won't treat the call as important.

Mumbling the introduction is a sure way to end the call early. Use the name of the person who signs the fundraising letters and emails.

That name is the one who provided enough credibility to generate the last gift.

## Personal call

Using that name will make the call a personal one, with you as the assistant. In this case, you're part of the team, and not a flunky telemarketer.

Explain the reason for the call. Thanking them for a gift is a great reason to call. Asking them for their opinion is another.

Asking them, 'How are you doing this evening?', is a great way to signal that you're reading from a script. No one wants to tell you how they are doing.

Everyone realises it as the cheapest possible technique. Instead, give them some information they don't already have about the issues your nonprofit covers. Tell them you need their opinion on which issue is most important.

Sometimes the simplest reason is

to thank them for their gift.

Look at this true example of a fundraising agency for a political nonprofit. Instead of telemarketers, the firm referred to its agents as political activists who called their colleagues.

The agents would make calls to recent donors whose gifts were above a certain threshold. Agents would get the information of the gifts processed each day, including, where possible, a phone number.

The calls started just as written above. An agent would say, 'Mr X asked me not to leave tonight until I called to thank you for the very generous gift that we just received. You'll get a formal thank-you and tax receipt in the mail, but he was very clear that you should be thanked today.'

## Urgent

Every word was true, even if agents made it sound a little more personal and urgent than the memo indicated.

Engage the recipient. A college fraternity recently made calls asking, 'Do you still stay in touch with your brothers from the University of Arizona?'

They had a ready response or next question regardless of whether the answer was 'yes' or 'no'.

The best way to start a call is by engaging them in conversation. When making thank-you calls for the political client, agents said, 'Now that I've given Mr. X's message to you, is there anything you'd like me to say to him?'

They listen to the caller and scribble notes on what they said. Usually there were words of encouragement, but sometimes there were particular issues the callers wanted to bring up.

Notes were turned over to a copywriter, without any personal information on the source. The copywriter appreciated knowing what the donors were saying and how they were saying it.

If you put more emphasis on the first 30 seconds of the call than on the last 30 seconds, you'll find that:

- The first 30 seconds are NOT the last 30 seconds;
- You'll enjoy the telemarketing process more; and,
- You will increase the number of donors who give again, and who give via a second channel – in this case, phone.

*Rick Christ is a contributing editor of The NonProfit Times and is vice-president of Amergent, a direct response fundraising agency in Massachusetts in the USA.* ■



## MILESTONE THINKING

On-target observations in brief

Donors do not support nonprofits they don't know much about. Cutting back on your marketing and public relations in today's more competitive landscape could have drastic negative consequences.

With acknowledgement to  
**The Chronicle of Philanthropy**  
24 March 2011

True charity is the desire to be useful to others without thought of recompense.

**Emanuel Swedenborg**

To unlock your board's true potential, the board must continually evaluate each member's performance and make the difficult decision to appoint or not reappoint when it is appropriate and in the best interest of the organisation.

With acknowledgement to  
**The NonProfit Times**  
1 October 2011

Fundraising is not begging. It is selling a unique product. It is a merchandiser's dream.

**Chris Downes**

Charity insiders get obsessed by details because they live in the metaphorical 'sausage factory'. They watch the machinery work. Outsiders (donors) keep their eye on other things: your promise and your results.

With acknowledgement to  
**Tom Ahern**

Visit [www.aherncomm.com](http://www.aherncomm.com)

Direct mail fundraising is a form of advertising, which is based on repetition.

**Mal Warwick**

How many different ways do you approach donors about gifts to your organisation? This is the age of multi-media madness and getting your message through is all about knowing when to ask, which is generally when the donor is ready to listen.

With acknowledgement to  
**www.nptimes.com**

Does your organisation have a strategic plan? If it doesn't, it will stumble along having some success but, like a ship without a captain, it is unlikely to reach its destination.

**Jill Ritchie**



Since 1978 Mercy Ships has visited far flung shores to take medical services to places where people cannot afford healthcare.

## Travelling the oceans to bring hope and healing

**A**round the world, billions of people live in fear and desperation – with impure water, inadequate food, and little or no access to health care.

### Did you know?

More than 1.2 billion people survive on less than \$1 per day. Nearly 50% of Africa's population has no access to a hospital or doctor. More than 6 million children die each year from completely preventable causes like malaria, diarrhoea, and pneumonia.

Behind every statistic is a person waiting for hope and healing.

Utilising hospital ships, *Mercy Ships*, (a global charity that has operated hospital ships in developing nations since 1978) delivers medical excellence with integrity and compassion to the world's forgotten poor by mobilising people and resources worldwide. *Mercy Ships* serves all people without regard to race, gender, or religion.

*Mercy Ships* follows the 2000-year-old model of Jesus, bringing hope and healing to the world's forgotten poor.

*Mercy Ships* seeks to become the face of love in action.

"Desiring to follow the model of Jesus, *Mercy Ships* seeks to:

- Love God,
- Love and serve others,
- Be people of integrity,
- and be people of excellence in all we say and do."

## 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 is downloadable for free, 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 Downes Murray International staff, there are extracts from international fundraising publications which are reprinted with acknowledgement to the publishers.

We welcome submissions for publication from all writers involved in not-for-profit work. Visit [www.dmi.co.za](http://www.dmi.co.za)

# 10 Strategies for fundraising during the recovery

*Social networks such as Facebook, Twitter and LinkedIn represent a powerful opportunity for many nonprofits, but few big groups are raising much money through them yet. Raymond Flandez reports on a recent survey conducted by The Chronicle of Philanthropy in the USA.*

**T**he bad economy means many charities must continue to grapple with an astronomical increase in demand for their services and big changes in the fundraising landscape.

Nonprofits need to focus on the fundraising and marketing strategies that will help them survive over the long haul.

Given the number of factors at play in an economic downturn, nonprofits would be wise to follow these 10 tips:

**Avoid the temptation to cut fundraising expenses.** With very rare exceptions, organisations that spend less to raise money raise less. Organisations that mail fewer pieces to recruit donors, approach fewer corporates, prepare fewer foundation proposals, and hold fewer one-on-one interactions with high value donors won't do as well as those that continue to do all they can to raise money.

That is not to suggest that efficiencies shouldn't be considered when it comes to raising money.

**Continue to spend on marketing and public relations.** Donors do not support nonprofits they don't know much about. Cutting back on your marketing and public relations in today's more competitive landscape could have drastic negative consequences.

**Stay away from hyperbole.** In these difficult times, it's tempting to oversell a group's ability to bring about changes. Don't do anything that can harm your organisation's reputation.

**Establish a strong brand.** Put together a statement that is short enough to put on the back of your business card that succinctly tells what you do. Develop a communications plan to explain to the community you serve how you are fulfilling your mission. You want to come across as prudent and efficient stewards of all money donated to you.

**Scope out the competition.** To win attention you need to know your competition. Learn what your competitors do well in addition to tracking their mistakes.

Just as fundraising shouldn't drive an organisation's programmes, what the competition's doing shouldn't drive a group's efforts to promote its brand.

Knowing more about your competition helps you to find better ways to emphasise what is special about your organisation.

**Actively and consistently promote your brand.** Use newspapers, magazines, radio, TV and online search engines to get your message out. Nonprofits that maintain their

brand will be more likely to keep donors loyal and attract new donors in the highly competitive new nonprofit landscape.

**Concentrate on getting more donors to give more.** Devote a considerable amount of energy to getting more from people who already support you.

Classify donors based on their interests, demographics or whatever is relevant for your group, and tailor approaches to different kinds of donors.

**Create a quality website and update technology tools.** A highly professional website is no longer a luxury for groups that want to attract younger donors. Update your site regularly and give donors the ability to sign up for your newsletter.

Offering donors the opportunity to communicate with you, and to donate via your website, is essential. You need a strategy to obtain the email addresses of donors, volunteers, and others, who have given you permission to communicate with them via email.

**Embrace social media.** Nonprofits need to get their messages out on social networks such as Facebook and Twitter, as well as on professional networks such as LinkedIn, and creative sites like the photography-sharing site Flickr.

Not only can social media help charities reach out to new supporters but they can also help an organisation quickly learn what donors think and how to adapt.

**Increase your presence on the Internet.** When someone is looking to find out more about a cause, you want your organisation's name to pop up.

Since 70% of searches are done on Google, that needs to be a focus. Nonprofits can draw more Google traffic by learning how to gain attention, an approach known as search engine optimisation. The specific formula Google and other search engines use to decide which websites are listed first in search results is confidential, but many people know the basics.

To move your ranking up on a search page, you will want to tailor your website to satisfy as many of the ranking criteria as feasible. Consultants can help, or someone on the staff can learn this task.

None of the steps outlined here are optional. Nonprofits that can't revise, retool, and reshape their fundraising efforts will not be able to survive in the new nonprofit terrain.

*Irwin Stoolmacher is the founder of a consulting group in New Jersey, USA, that bears his name.* ■

# Long-term friends: how often are your volunteers asked to help again?

**A**s soon as someone makes a cash contribution the development office goes into motion creating a record of the gift and developing plans on how to get this person to give even more money over time.

This is true even if the initial gift is small, because serious fundraisers are tenacious about what they call 'donor cultivation'.

The practice reaches its zenith years later when the donor dies and names the organisation in their will.

Cultivation, whether of garden plants or philanthropists, requires a long-term perspective, which should be extended to seeing the potential in volunteers. But, two forces work against doing this.

## **Silo effect**

The first force is the common separation of volunteer engagement from fundraising in the minds of most organisation leaders.

It might be understandable to prioritise the search for money, but that cannot be done without first raising friends – people who feel a sustained relationship with the organisation's cause and the mission.

These supporters get involved in different ways at various points in their lives, often carrying more than one role at once. They might give money, time and talent; provide access to information, valuable contacts, and in-kind goods and services; and, spread your message.

Clearly, someone has to be a supporter to volunteer. But if first contact with a prospective supporter is through volunteer work, that person is automatically put on the 'volunteer track,' accounted for and communicated with solely by the volunteer programme office.

Conversely, if first contact with a prospective supporter is through a cash gift, that person is automatically on the target list for future fundraising. When, if ever, are these two groups of people perceived as more alike than different?

Organisations interested in enlarging paid 'membership' or increasing visitors, subscribers, patrons, or event participants erect even more silos, one for each labelled group. Of course there is special work to do for each category of contacts, but at some point it is necessary to look at other ways to slice this large pie. Regardless of the label most often associated with a supporter, all are friends of the cause and all can be cultivated to grow along a continuum of engagements over time.

Note as well that the interchanging of roles is very likely happening already, under the radar. Compare the lists of

money and time donors and you might be surprised at how many people are on both.

If there is no overlap, ask why not. Research whether current donors were volunteers in the past, or if other members of the donor's family have a volunteer history with you.

## **Episodic volunteering**

The second force seeming to work against cultivating long-term relationships is the demand for single days of service and short-term assignments that most volunteers seek in our time-deprived society.

And now we have micro-volunteering, which allows people to grab a few minutes whenever possible to do small tasks via their smart phones.

Leaders of volunteers frequently bemoan this short commitment mentality because, the problems being addressed require more sustained effort. Also, developing short projects takes more attentive management than the old model of volunteering on a weekly schedule.

These are legitimate concerns, but the subject here is friendship. And even someone who gives one day or less to an organisation can (and should) end up feeling positive about it. More to the point, this first brief acquaintance can be nurtured.

Too few organisations even bother to keep records on short-term volunteers.

If the single-day project is performed by a civic club, school class, or other organised group, the host agency might not even ask for the individual names of that day's volunteers.

That's a missed opportunity. Asking participants to sign in with basic contact information makes it possible to say thank-you personally to each volunteer after the event.

We should not value only the intensity and duration of volunteering getting something done today. We need to recognise the cumulative effect of a continuum of service in small bits done over many years.

Develop a mindset that sees the potential in all contacts. Foster communication and collaboration across the organisation, helping staff to step away from a narrow focus on 'their' people in favour of strategies to reach all 'our' people. The key is cross-messaging, offering a variety of opportunities to support the cause throughout the year.

The messages should also be shareable with the contacts' families, friends, and work colleagues, as well as made public

**Is your organisation doing enough to nurture volunteers – and to encourage them to contribute in other ways?**

With acknowledgement to  
**The NonProfit Times**  
1 October 2011  
Visit [www.nptimes.com](http://www.nptimes.com)

**Continued on page 7**

# Playing to lose

*What happens when know-nothings are allowed to outvote the fundraiser? A sure-fire recipe for failure. Direct mail guru and agent provocateur, Tom Ahern, reports.*

**I** blinked. Yet the dreaded words didn't change. 'The internal team,' the email stated, 'has some concerns about the direct mail you wrote. We need to talk.'

The internal team? Here we go again, said the frustrated little general in my brain.

Fact: I know the résumés of this particular 'internal team'. I know that no one on this 'internal team' has any training in direct mail. Not one iota. Which makes their opinions, ipso facto, professionally worthless.

## Counter-intuitive

Untrained staff and board cannot accurately judge professionally-crafted direct mail. It's impossible. Mailed appeals are a counter-intuitive enterprise, based on neuroscience, decades of testing, empiricism, and acquired skill sets of surprising depth and complexity.

The opinions of the untutored simply do NOT count in direct mail. Quite the opposite: acting on untutored opinions can only decrease or eliminate income.

That doesn't mean an untrained internal review team is powerless. On the contrary: their silly, ignorant opinions can easily – often do – destroy any chance that a direct mail appeal will succeed.

I'm talking to you, Mr. Boss. I'm talking to you, Ms. Board Chair. And I'm talking to you, carping colleague.

## Verbatim rule

Personally, I insist on the Verbatim Rule. New clients looking for a direct mail writer must promise me that they will send out what I create without changing one word.

And that's also why I strongly advise that development directors have sole and tyrannical control over all donor communications.

No colleague veto. No boss veto. No board-chair veto. Again, it's the only sane policy.

Let me repeat: **ONLY** the chief fundraiser gets to approve donor communications.

In a sane world ... and then there's real life.

Remember the 'internal team'? They had three 'concerns' with my direct mail appeal.

First, the boss was concerned that the letter didn't sound like him. So he was reluctant to sign it. 'Could it be,' he ventured, 'written to sound more like me?'

If you think that this is a reasonable request, then you need to revisit a good how-to book like Mal Warwick's *How to Write Successful Fundraising Letters* or Jeff Brooks' groundbreaking new book on direct mail writing, out soon from

Emerson & Church.

Direct mail doesn't 'sound like' people.

For one thing, the machinery of persuasion is always grinding away in the background of a direct mail appeal. A competent writer is focused on inserting all sorts of emotional triggers that can lead to 'yes'.

Also, there are loads of technical demands that must be met, for the appeal to raise the most it can: multiple asks on every page, for instance; and huge infusions of donor love.

## People don't talk this way

So, no, Mr. Boss, it cannot 'sound like you'. This is not ventriloquism. A direct mail appeal is not your hand puppet.

Second, the person in charge of this client's education reform effort – which was the subject of this particular appeal – was concerned about the tone.

He didn't like the heavy use of the word 'you' in the appeal. He wanted the charity's PR consultants to rewrite the letter ... in a proper, elevated corporate tone: 'We did this great thing. We did that great thing.' Impersonal.

See, this is what I mean. This knucklehead's presumption about tone has been wrong since the beginning of fundraising – yet, he doesn't even suspect that truth.

Not only are people like this ignorant, because they don't know the subject at hand (how to properly talk to prospects and donors). People like this are also stupid, because they don't know that they don't know.

## Toxins

They are toxins. If they were suddenly gifted with self-awareness, they'd fire themselves for incompetence. Instead, they congratulate themselves for sagacity.

Finally, the new employee in production spoke up. He was concerned that the letter was too long. To lend weight to his opinion, he claimed to have direct mail experience.

This ninny offered to take all my one-sentence paragraphs and bullet lists and everything else that made the letter easy to skim ... and pack it all down into tight, dense paragraphs, so the letter would fit on one page rather than two.

'And we'll save money on printing!' I'll be blunt: what an idiot. And he's the new employee, so get used to it.

This is a big charity. It presents itself to its donors as a major change agent, a home for innovation and smarts.

And yet the 'internal team has concerns'. ■

# Long-term friends: how often are your volunteers asked to help again?

## Continued from page 5

to visitors to the facility and to clients. Yes, even clients can be friends.

What does your organisation need?

Are you telling enough people about it? In addition to formal annual campaigns and on-going volunteer recruitment efforts, tap the potential of your huge list of friends by such things as:

- Inviting designated contributions to specific, small projects in amounts that seem affordable to a wide range of people, even children. Think adopt-a-something;
- Sharing a 'wish list' of items that could be donated or offered in-kind;
- Asking for special expertise to give input to planning or training;
- Engaging everyone periodically in small ways, such as sending two announcements about a special event and asking each person to put the extra one on a public bulletin board at work, at the gym, or another site;
- Recruiting for virtual volunteering such as doing online research of some sort; and,
- Every once in a while, ask their opinion on something and report back what you did with the input.

Your record keeping system needs to be able to track cross-activity, because it is key to know which donors also volunteer, which subscribers donated 1960s clothing for the play, etc.

Start asking for useful information on all contacts and make the information searchable to the staff.

The volunteer office generally knows

a lot about the skills, occupations, and backgrounds of volunteers. What do you know about donors, members or subscribers? Why aren't you asking? Isn't that what friends do?

The public perception is that once you've given money to a cause you can't get away from requests for more. Fundraisers understand the importance of repeated contact, but how often are volunteer recruitment messages sent to the same people?

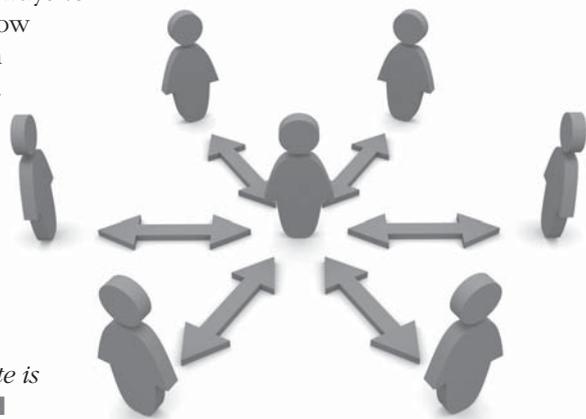
Do we give up on prospects having a relationship with our organisation after only one or two outreach efforts?

Keep communicating with volunteers who have left, past clients, and lapsed members. Often the door is closed with finality and a welcome mat is not left out.

They might like to come back at some point in the future, perhaps in a different role.

At a minimum, you want to be sure they continue to feel affiliated with you. Social media, particularly Facebook, is giving us whole new ways to communicate and to allow people to keep in touch to the degree they wish. Make the most of it to stay friends.

*Susan J. Ellis is president of Energize, a Philadelphia-based training, publishing and consulting firm specialising in volunteerism. Her website is [www.energizeinc.com](http://www.energizeinc.com) ■*



## Track prospects through the development cycle

**T**he development cycle is familiar to most seasoned fundraisers: Identify potential supporters, qualify/verify their financial capacity and interest, cultivate their relationship with the organisation, solicit their support and then steward their continued involvement.

So vital is this progression of relationship to effective fundraising that every prospect management system should identify which stage – identification, qualification, cultivation, solicitation or stewardship – prospects are in at any given time.

It should also note how long each

prospect has been in that stage.

Gathering this information allows organisations to answer questions critical to the fundraising process:

What percentage of our prospects are at what stage? How has this distribution of donors changed over time? What is the average length of time to advance a prospect from one category to the next? How does this progression of major donors compare with that of smaller annual donors? Where are prospects getting stuck in the cycle?

*With acknowledgement to Successful Fund Raising, June 2011. ■*

# Web-savvy supporters help make online giving an expanding bright spot

Continued from page 1

'A local racing car driver raised \$25 000 for the hospital with the help of the site's features.'

## More personalised

The Christian Foundation for Children and Ageing, in Kansas, which helps more than 250 000 donors channel gifts to 300 000 needy children and older people in 223 developing countries, is among the 82 groups in the survey that say 2011 shaped up to be a stronger year for online fundraising than 2010.

In September 2010, the organisation unveiled a new website that profiles children aided by the charity and allows donors to select the individuals they want to help.

The average online donation rose from \$71 to \$78, and the total online funds increased by 15.7% over the year. The charity plans to do more to improve its site, such as offering more cultural background information about each country served, and enabling donors to send updates to the children and older adults their gifts support.

'We hope they will see it as a more personalised experience,' says Laney Haake, director of Sponsorship

Operations. 'It's never been more important to have a good website. People have become more selective about who they give to, and they are researching organisations online. Once you get them you have to treat them like gold.'

## In person is best

But even successful online fundraisers say the Internet will never replace in-person solicitation for big gifts.

'The most personalised online experience isn't like sitting down face-to-face,' says Audrey Kintzi, executive president of the National Multiple Sclerosis Society's Minnesota chapter, in Minneapolis.

Ms. Kintzi sees the web as a way to attract people into the fold, where their generosity can then be cultivated. The charity, she says, is giving top donors chances to participate in webinars and to talk to medical researchers.

'In February we had top experts from all over the world gathered in New York, and my donors in Minnesota were able to get some of their time,' she said.

One of her donors was so excited by the information, the fundraiser says, that she knew the next gift would come easier.

**FUNDRAISING FORUM** is edited by Richard Solomon and published by Downes Murray International. Views expressed are not necessarily those of the publisher.

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Downes Murray International are fundraising consultants, working with nonprofit 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, Internet fundraising and website design, church fundraising and bequest promotion programmes.

In addition, Downes Murray International has close links with a number of fundraising consultancies across the globe, and represents DVA Navion International Consultancy in Africa, enabling us to keep a finger on the pulse of international trends and techniques. For more information, contact us:

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## Conference dates for 2012

There are a number of international conferences coming up later this year which we can highly recommend:

- Institute of Fundraising National Convention, 2-4 July, United Kingdom. Visit [www.nationalconvention.org.uk](http://www.nationalconvention.org.uk)
- The International Workshop on Resource Mobilisation, 3-6 July, Malaysia. Visit [www.resource-alliance.org](http://www.resource-alliance.org)
- National Catholic Development

- Conference, 23-26 September, Nashville, USA. Visit [www.ncdc.org](http://www.ncdc.org)
- The International Fundraising Congress, 16-19 October, Netherlands. Visit [www.resource-alliance.org/ifc](http://www.resource-alliance.org/ifc)

It's worth visiting these sites, as some of these conferences award bursaries to fundraisers from around the world. ■

## "Reprinted with acknowledgement to ..."

**Fundraising Forum** prides itself on keeping South African fundraisers right up-to-date with developing attitudes, trends and techniques, both here and overseas. We are grateful to the following international publications, which are regularly quoted and highly recommended:

- **Successful Fund Raising**, PO Box 4528, Sioux City, Iowa, 51104, USA, (12 issues per annum \$159) website: [www.stevensoninc.com](http://www.stevensoninc.com)
- **The NonProfit Times**, 190 Tamarack Circle, Skillman, NJ08558, USA, (\$129 per annum) website: [www.nptimes.com](http://www.nptimes.com)
- **The Chronicle of Philanthropy**, PO Box 1989, Marion, Ohio, 43306, USA, (24 issues – per annum at \$95) website: <http://philanthropy.com>
  - **Successful Direct Mail, Telephone and Online Fundraising**. Subscribe for free at [www.malwarwick.com/newsletter](http://www.malwarwick.com/newsletter)
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