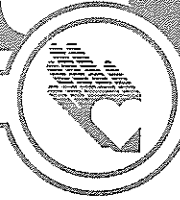


THE JOURNAL OF VOLUNTEER RESOURCES MANAGEMENT

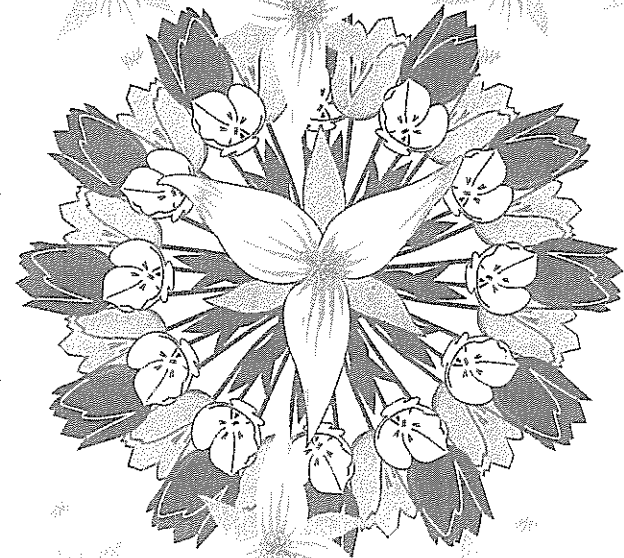
# VRM

SPRING...1993



VOLUME...2.1

**FUNDRAISING ...**



**OAVA**

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Volunteer Administration

ISSN 1192-1676

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Guidelines, themes and deadlines are located on the back page.

*Published Quarterly*

*Subscriptions can be sent to:*  
The Journal of Volunteer Resources  
Management  
1310 Upper Dwyer Hill Road  
RR #2, Carp, Ont., Canada K0A 1L0

Send all correspondence to the above address.

*Typeset and Printed in Ottawa at  
Aarkade Design & Offset Printing Inc.*

**EDITORIAL**

The relationship between managers of volunteer services and fundraisers is akin to that of a surgeon and an anaesthetist. They work in collaboration, in the same field, and have many things in common, yet they have very different areas of specialty. As managers of volunteer resources, we wear a number of different hats, one of which may be that of fundraiser; it is important that we understand the difference between them.

Like the surgeon and the anaesthetist, managers of volunteers and fundraisers share some of the same skills, they work for the same organizations and they deal with the same client group. Yet their focus and their priorities are far different.

Liz Keres' article about The Caring Place emphasizes how closely related fundraising and management of volunteer resources are. As a fundraiser it is clear that one must know how to work with volunteers effectively. It is not unusual for managers of volunteer resources to be required to fundraise. Yet, being a good manager of volunteer resources does not make you a fundraiser nor does being a good fundraiser make you a manager of volunteer services. In a world where many do not yet understand the breadth of management of volunteer resources, some managers have been put in the difficult position of having to raise their own salary. Thus, they are in an immediate conflict of interest, and in the untenable position of having to choose between their own welfare and the satisfaction of their volunteers. It is this type of situation that makes it imperative that we draw the line between the two skill sets.

In her article, Fundraising in the 1990's, Michelle Sluchinski outlines several social trends that impact on fundraising efforts. These same trends have an impact on how we approach our work as managers of volunteer resources. The implications are somewhat different, however, in that we will need to assess the difference that these trends make in the recruitment, selection and supervision of volunteers. In particular, it will really affect the motivating atmosphere that we attempt to create and the types of recognition we put in place.

Managing volunteer services is primarily a human resources function; fundraising is primarily a material resources function. Yet both are equally critical in the survival of many not-for-profit organizations.

Whether we are managers of volunteers who do fundraising, or fundraisers who also manage volunteer resources, it is critical for all of us to be clear about our mandate. In these interesting and difficult times, let us take the leadership in articulating who we are and what we do in helping others understand that, as with the surgeon and the anaesthetist, management of volunteers and fundraising are not interchangeable concepts.



Ginette Johnstone is Owner and Senior Consultant of  
Johnstone Training and Consultation.

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## — THE CARING PLACE - VISION TO REALITY —

by Elizabeth Keres

When my children are older I will take them to see The Caring Place and show them what people who really care about their community can achieve. We will see a beautiful building in a park setting accessible to everyone standing in the very heart of Richmond, British Columbia. There will be a lobby, airy and light, where people who need the assistance of any one of twenty-two community service agencies can receive advice on who can best help them. Agencies will share common meeting rooms and facilities as well as maintaining private space for counselling and administration.

There will probably be children playing in the Family Place playground as their parents take a look at the Thrift Shop. Crisis telephone volunteers will be working quietly and in complete security. A Red Cross blood donor clinic could be taking place in the large meeting room as children with special needs arrive by bus for after school care.

In many communities, such an ideal vision of community care would be just that. Here in Richmond, British Columbia, we have turned that vision into reality. Volunteers have struggled for years with the concept and finally decided in 1989 it was "do or die".

To provide professional fund raising support

for such a project is a unique experience. We have been supported by business and community leaders, government, service clubs, schools, small business, and just about everyone in between.

If I have made it sound easy, I certainly don't mean to. I do believe that if anyone had told me or, indeed, any of the volunteers involved, just how many challenges would have to be overcome, I doubt I would be writing about The Caring Place today. We have faced the appointment of three provincial secretaries while trying to secure government support, a complete change in city councillors while trying to achieve city support, and a recession which significantly affected many of our potential major donors. You may remember the Canadian Airlines crisis; well, Richmond is home to Vancouver International Airport too! Just to add further interest, The Caring Place is located in what was William Vander Zalm's riding and we were attempting to raise funds as the Socred leadership crisis was taking place in our own backyard.

We stand today ready to go to tender, over \$4.5 million raised and working hard on the remaining \$643,000. Apart from the sheer hard work of contacting potential donors and convincing them of the value of the project, committees have been

working on designing a building which suits twenty-two diverse agencies.

The level of discussion and cooperation required to achieve this is significant. Now that design is complete, we have a volunteer committee working on how the building should operate, again taking into account the desires of all the future tenants.

I have lost count of the number of activities held, from dinners and auctions to lotteries, variety shows, casino nights, talent competitions, breakfasts, receptions and even a fashion show. As professional fundraisers, we have been closely involved with many of the events, yet we would not have achieved even a quarter of the success enjoyed without a very special level of commitment from school children to seniors.

It is a source of wonder to those of us most closely involved that the concept of housing community service agencies in a purpose built facility has met with such universal support. Although many business leaders have had difficulty in understanding why the need exists, once convinced they became our best advocates.

Perhaps one of the most important advantages to this campaign has been the increased level of public awareness regarding member agency programmes. It is easy to get so closely involved in campaigning for a building that the original

intent is forgotten. Providing affordable, purpose built space will make an enormous difference to our agencies. Their ability to provide efficient and accessible care is increased considerably. Time spent worrying about location and rent is time away from programme delivery. The Caring Place is designed to remove that concern.

My advice to would be campaigners is to prepare the ground both literally and figuratively. Multi-level public and private support is essential to success. I cannot emphasize enough the need to plan a comprehensive campaign strategy which incorporates as many sectors of the community as possible. A public relations campaign should centre on the activities of the agencies, not just the campaign itself.

It is so gratifying to see other communities in British Columbia beginning to review The Caring Place project and determine if there are ways the concept could be adapted for their agencies. Having been on the "front line", I welcome the opportunity to discuss the project with interested groups and perhaps give a few dos and don'ts which may assist the planning process. If anyone is interested in more information I will be pleased to talk to them.

**Elizabeth Keres** is a partner with her husband in M&E Keres Development Consultants. For five years they have combined their talent for both capital & annual fundraising. "The Caring Place" was a three year undertaking.



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**LOOKING AHEAD**


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- June 8, 9, 10, 11, 1993** **Canadian Association of Directors of Volunteers in Health Care**  
 Theme: "Building Bridges"  
 Hotel Georgia, Vancouver B.C.  
*For more information write or phone:*  
 Western Association of Directors of Volunteers  
 P.O. Box 2259, 249 West Georgia St.  
 Vancouver, B.C. V6B 3W2 (604) 875-2009
- June 10, 11, 12, 1993** **The 5th Annual Provincial Conference for the Volunteers of Alberta**  
 Theme: Vitalize '93 – Calgary Convention Centre  
 For more information:  
 Please call the Volunteer Centre of Winnipeg, 477-5180
- October 6-9, 1993** **Association for Volunteer Administration (AVA) International Conference on Volunteer Administration**  
 Theme: "Polish your Potential"  
 Excelsior Hotel and Statehouse Convention Centre  
 Little Rock, Arkansas
- November 1-3, 1993** **Older Adult Centres Association Conference**  
 Theme: "The Time of Your Life"  
 Kitchener, Ontario  
 For more information write or phone:  
 Bev Aikenhead, Manager, Seniors Programs  
 Kitchener Parks and Recreation Department  
 22 Frederick Street, 8th Floor, Kitchener, Ontario N2G 4G7  
 Telephone: (519) 741-2227 Fax: (519) 741-2222
- December 5, 1993** **International Volunteer Day**

*Watch for OAVA conf. 1994 - Geneva Park*




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**Fundraising in the 1990's**


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by Michelle Sluchinski

The one characteristic that distinguishes non-profit organizations from business and government is that their livelihood depends on fundraising. As the 1990's progress, the demand for the services provided by Canada's 67,100 non-profits is ever increasing. How do we prepare ourselves and our organizations for these changing times? As Peter Drucker points out, "We live in a very turbulent time, not because there is so much change, but because it moves in so many directions." (1)

The demographics of our society are assuming a new shape. Since the people of Canada are the donors, volunteers, leaders, supporters, and critics of non-profit organizations, our challenge is to align marketing efforts to their thoughts, feelings and actions. I will describe a few demographic trends that will lend some insight to this prevalent challenge.

### ***The Baby Boomers***

Since the "Baby Boomers" have affected the way our world looks,

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**Levées de fonds pour les années 90**


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par Michelle Sluchinski

La dépendance sur les levées de fonds est la caractéristique qui distingue les organismes à but non-lucratif des entreprises et des gouvernements. Avec le déroulement de la présente décennie, la demande des services offerts par les 67 100 agences à but non-lucratif du Canada ira en augmentant. Comment donc est-il possible de nous préparer ainsi que nos organismes aux défis des temps qui changent? Comme l'a fait remarquer Peter Drucker: "Nous traversons une période tumultueuse non parce qu'il y a tellement de changements, mais parce que ceux-ci vont dans tous les sens." (1)

Le portrait démographique de notre société change. Étant donné qu'on retrouve parmi le peuple canadien, les donateurs, bénévoles, dirigeants, adhérents, et critiques des organismes à but non-lucratif, notre tâche consiste à marier nos efforts à leurs pensées, sentiments et actions. Je décrirai quelques tendances démographiques qui aideront à comprendre l'ampleur de ce défi.

### ***La génération de l'après guerre***

La génération de l'après guerre a eu un effet sur l'apparence, le comportement et la façon de s'exprimer du monde actuel - ce groupe

speaks and acts they certainly deserve first mention. This significant number of people born between 1946 and 1966 are now reaching their peak earning years. Their average income is rising and they are, on the average, wealthier than previous generations. They have also been named the "Trillion Dollar Generation" because they are heirs to this huge sum from their parental estates. As potential donors and volunteers, they demand our attention.

Baby Boomers are also interested in volunteering - with specific limitations. Most Boomers head up double income families so their time is extremely valuable and unusually tightly scheduled. Non-profit organizations will have to adjust to the busy lifestyles of Baby Boomers and ensure that they assume challenging, rewarding, skill enhancing positions.

Baby Boomers have changed their values since the "yuppiedom" of the 1980's. They are now part of a global value shift from ME-centred materialism to being committed to the environment, caring about their quality of life and community. Honesty, integrity and cooperation between people really do matter!

One of the baby boom generation's main concerns will be their retirement.

mérite donc la première mention. Ces personnes, qui sont nées entre 1946 et 1966, occupent une tranche importante de la population et atteignent maintenant leurs années à revenu maximum. Leur revenu moyen augmente et elles sont, en moyenne, plus riches que les générations précédentes. On les a également surnommées la "génération des trillions de dollars" parce qu'ils devront hériter cette somme énorme de la succession de leurs parents. En tant que donateurs et bénévoles potentiels, elles méritent notre attention.

La génération de l'après guerre est intéressée au bénévolat sous certaines conditions. La majorité fait partie de familles à revenu double. On a donc très peu de temps parce que les horaires sont très chargés. Les organismes à but non-lucratif devront donc s'ajuster au mode de vie très occupé de ce groupe et s'assurer que les postes qu'on confiera à ces gens offrent un défi, des possibilités de développement et de l'enrichissement.

Les valeurs de cette génération ont changé depuis les années 1980 quand la philosophie des "yuppies" prédominait. Ils font maintenant partie du mouvement global qui rejette le matérialisme et le "moi" pour épouser les causes de l'environnement, la qualité de vie, et la communauté. L'honnêteté, l'intégrité et la coopération comptent vraiment pour quelque chose!

Une des préoccupations principales de ces

As a group, Baby Boomers will have to provide for their own financial security and are taking preparatory measures. Planned giving, as a targeted form of fundraising, is being investigated by many organizations. This is an extremely personal, long term campaign that requires sensitivity and skill. All indications are that, if a planned giving programme is properly implemented, its success can be extremely lucrative.

### *Our Aging Population*

"Grey Power" has now become a commonplace expression. The most distinctive feature of Canada's population in the year 2030 will be that those over 65 will outnumber those under 15 for the first time in our country's history. Although the Baby Boomers will have an impact on this statistic, other factors, such as the lower birth rate and a longer life expectancy, also contribute to our aging population.

As the number of older people increases, the expenditures necessary for health care and pensions will drastically rise. There will also be a marked shortage of nursing homes. These older Canadians will, however, have higher incomes and therefore will demand higher quality housing suited to their specific needs.

personnes est leur retraite. En tant que groupe, cette génération devra voir à sa propre sécurité financière et prend des mesures préparatoires. Plusieurs organismes considèrent la faisabilité des dons planifiés pour obtenir des fonds. Ce genre de campagne, qui est à long terme, est extrêmement personnel et exige beaucoup de sensibilité et d'habileté. Tout porte à croire qu'un programme de dons planifiés bien organisé peut être extrêmement rentable.

### *Notre population vieillissante*

"Le pouvoir gris" est maintenant une expression très commune. La caractéristique la plus frappante de la population du Canada en l'année 2030 sera que, pour la première fois dans toute l'histoire du pays, le nombre de personnes de 65 ans ou plus dépassera les moins de 15 ans. Bien que la génération de l'après guerre aura influencé cette statistique, d'autres facteurs, comme le taux de naissance et l'espérance de vie, auront également contribué à notre population vieillissante.

L'augmentation du nombre de personnes âgées sera accompagnée d'une augmentation phénoménale des dépenses reliées aux pensions et à la santé. Il y aura également une pénurie assez marquée de foyers pour personnes âgées. Ces

This group's contribution to society will be positive. They will be well educated, very physically active and extremely involved in their communities. Volunteerism will be important and consequently an integral part of their leisure time.

### **Women**

Canadian women in the 1990's are more educated, are waiting longer to marry and are less likely to have children because of their entrance into the work force.

There are more women in the work force than ever before and they are more likely than men to volunteer and donate. Their average donation is lower but this will change as gender equality is achieved in the workplace.

Women tend to support causes they are concerned about such as poverty, the environment, health, equality, and social services that deal with sexual harassment, child-care and domestic violence. Appeal methods will have to be tailored to suit their motivation - women will support organizations that are pro-change and that achieve measurable results.

canadiens plus âgés auront cependant des revenus plus élevés et exigeront donc des logements de qualité supérieure pour répondre à leurs besoins spécifiques.

Ce groupe fournira une contribution positive à la société. Il sera bien éduqué, physiquement très actif et énormément impliqué dans la communauté. Le bénévolat sera important et fera donc partie intégrante de leur temps libre.

### **Les femmes**

Les femmes canadiennes des années 1990 sont plus éduquées, attendent plus longtemps pour se marier, et sont moins portées à avoir des enfants parce qu'elles travaillent à l'extérieur. Il y a plus de femmes sur le marché du travail que jamais auparavant, et elles sont davantage portées à devenir bénévoles et à faire des dons que les hommes. Leur don moyen est moins élevé, mais on s'attend à ce que cela change lorsque l'égalité des sexes deviendra réalité en milieu de travail.

Les femmes ont tendance à appuyer des causes qui les intéressent telles que la pauvreté, l'environnement, la santé, l'égalité, et les services sociaux qui se penchent sur le harcèlement sexuel, le soin des enfants, et la violence domestique. Les méthodes utilisées pour attirer les bénévoles devront se fonder sur leurs croyances - les femmes donnent

### **Immigration**

In the 1970's, Canada accepted approximately 100,000 immigrants. In 1990 this number had risen to approximately 212,000. Now 250,000 immigrants per year is under discussion. There is also a growing share of Canadians of non-European descent. Since non-Europeans tend to have more children per family, more Canadian children will be from visible minorities.

These new Canadians have outstanding characteristics. They are motivated, entrepreneurial and well educated. Their family roles and cultural values are different from those of Canadians of European descent.

As a group, they may not be as familiar with the North American style of philanthropy but they have a strong sense of community and a commitment to religious activities. It will be to our organizations' benefit to involve these new Canadians and their cultural values could translate into increased volunteerism.

### **Implications for Fundraising**

The analysis above is brief - for a more detailed look at both

leur appui à des organismes qui prônent le changement et qui obtiennent des résultats quantifiables.

### **L'immigration**

Pendant les années 1970 le Canada accueillait à peu près 100 000 immigrants annuellement. En 1990 ce chiffre avait augmenté à 212 000. À présent, on discute de la possibilité d'accueillir 250 000 immigrants par année. Une plus grande partie des immigrants sont également d'origine non-européenne. Étant donné que les familles non-européennes ont tendance à avoir un plus grand nombre d'enfants, il y aura à l'avenir plus d'enfants des minorités visibles.

Ces nouveaux canadiens ont des qualités exceptionnelles. Ils sont motivés, entreprenants et bien éduqués. Leurs rôles à l'intérieur de la famille et leurs valeurs culturelles sont différentes de celles des canadiens d'origine européenne.

Dans l'ensemble, ils ne connaissent peut-être pas bien le style de philanthropie nord-américain, mais ils ont des liens solides à la communauté et sont impliqués dans des activités religieuses. Ça serait à l'avantage de nos organismes d'impliquer ces nouveaux canadiens car leurs valeurs culturelles pourrait mener à une augmentation du bénévolat.



demographics and psychographics, I would suggest reading Faith Popcorn's "The Popcorn Report."<sup>(2)</sup> She is a successful trend forecaster from the United States. The information she shares offers a better understanding of the people that non-profit organizations will be approaching for both time and money in the future.

In my sources, the one recurring statement I have encountered is that the non-profit organizations that will be successful in fundraising will have a bold, well articulated mission statement and a dynamic, committed leadership of both staff and volunteers.

Priorities for a successful organization will be:

- quality service
- use of technology
- "niche" fundraising
- accountability
- innovation

### **Quality Service**

Details count! The profit sector corporations are starting to realize that market share is not always the vital measure of success. Maintaining and serving the customer is quickly

### **Implications pour les levées de fonds**

L'analyse précédente est très sommaire - pour un examen plus détaillé de la démographie et de la psychographie, j'aimerais suggérer "The Popcorn Report" de Faith Popcorn<sup>(2)</sup>. Cette Américaine, est reconnue pour ses prévisions de tendances. L'information qu'elle partage aide à comprendre les gens visés par les organismes à but non-lucratif pour des contributions de l'argent et du temps.

L'idée qui se répète dans tous les ouvrages étudiés, est que les organismes dont les campagnes de levées de fonds apporteront de bons résultats seront ceux qui auront une mission claire et audacieuse, et une direction dynamique et intéressée, composée d'employés et de bénévoles.

Les priorités d'un organisme ayant du succès seront:

- service de qualité
- utilisation de la technologie
- levées de fonds par niche
- imputabilité
- innovation

### **Service de qualité**

Les détails sont importants! Le secteur privé est en train de se rendre compte que la part du marché n'est pas toujours une

becoming more important. In the non-profit field, retention of donors is just as crucial. Donors respond to different appeal methods. Non-profit organizations must ensure that donor questions are answered and they must be willing to make changes as required. If donors are not satisfied they will take their business elsewhere. This is true for our clients, patients and other stakeholders. Organizations might consider an "800" number to encourage donor inquiries.

### **Technology**

Computer technology will play a bigger role in the way people interact in the future. The telephone with image display is already a reality. Non profits will have to be literate in database manipulation, state-of-the-art accounting, mailing and research in order to be effective. If an organization cannot afford these technologies individually, they must COLLABORATE. At present, alliances are occurring in many sectors - why not non-profits?

### **Niche Fundraising**

Browsing through your local magazine stand, have you noticed that there is a

mesure fiable de succès. Le service à la clientèle et son entretien deviennent plus importants. Dans le secteur à but non-lucratif, la retention des donateurs est aussi essentielle. Les donateurs réagissent à des appels différents. Les organismes à but non-lucratif doivent s'assurer de répondre aux questions des donateurs et doivent se montrer ouverts aux changements tels que requis. Les donateurs insatisfaits feront affaire ailleurs. Cela s'applique à nos clients, nos patients et à ceux et celles qui ont des enjeux. Les organismes pourraient considérer un numéro "800" pour encourager les donateurs à s'informer.

### **La technologie**

La technologie informatique jouera un rôle plus important dans l'interaction des gens à l'avenir. Les téléphones munis d'écrans font déjà réalité. Les organismes à but non-lucratif devront être capables de se débrouiller dans la manipulation des bases de données, les développements dans le domaine de la comptabilité, l'envoi du courrier et la recherche, pour être efficaces. Les organismes ne pouvant se permettre cette technologie devront COLLABORER avec d'autres. Des alliances se voient actuellement dans plusieurs secteurs - pourquoi pas dans le secteur à but non-lucratif?

magazine for almost every special interest group imaginable? This is a great example of the publicists targeting their niche of the market. Non-profit organizations will find it productive to do the same. Identify your donors and tailor to "fit" to their needs. Target prospective donors with the help of a corporation that is interested in the same group of people.

### **Accountability**

Faith Popcorn identified "Icon Toppling" as an emerging direction - not yet a full-fledged trend. She succinctly states, "If it is big, it is bad." Essentially, people are becoming wary of large corporations and non-profit organizations. Other professions such as law and medicine will come under question. An individualistic way of thinking will be preferred by the increasingly sophisticated consumer. Non-profit organizations must be prepared to answer all questions in an honest and upfront manner or lose respect and, consequently, clients, donors and volunteers.

### **Innovation**

Non-profit organizations will have to be more distinctive in every way. This

### **Campagnes par niche**

Les maisons d'édition visent des niches dans le marché en publiant des revues spécialisées. Les organismes à but non-lucratif auraient avantage à faire la même chose - c'est-à-dire à identifier les donateurs et à moduler leur approche en fonction de leurs besoins. Il est possible d'accomplir cela en identifiant les donateurs potentiels à l'aide d'une corporation intéressée au même groupe de gens.

### **L'imputabilité**

Faith Popcorn a décelé une nouvelle direction qu'elle a surnommée "écroulement d'idol", qui ne peut être qualifiée de tendance à l'heure actuelle. Elle affirme de façon succincte: "Si c'est gros, c'est mauvais". De façon générale, les gens se méfient de grandes entreprises et organismes à but non-lucratif. D'autres professions, telles que la loi et la médecine, seront aussi contestées. Le consommateur de plus en plus informé mettra de l'importance sur une façon de penser individualiste. Les organismes à but non-lucratif devront répondre à toutes les questions de façon honnête et sans détour ou perdre le respect des gens et, par conséquent, leurs clients, leurs donateurs et leurs bénévoles.

### **L'innovation**

Les organismes à but non-lucratif devront

will require creativity and risk taking. In order to do this, staff and volunteers will have to operate in an environment conducive to a forward way of thinking. The "team" that supports and trusts one another will be the best!

To say that nonprofit organizations face challenges in the next decade is too simple a statement. I think that each non-profit organization will have to be pro-active in its approach to the public. Sensitivity and creativity will go hand-in-hand with any fundraising efforts. Doesn't every generation say, "We live in interesting times"? It's because I believe this that I look forward to the rest of the 1990s!!

### **Michelle Sluchinski**

Ms. Sluchinski is currently the Director of Fundraising for the Kidney Foundation of Canada, Saskatchewan Branch. She has a Bachelor of Commerce degree with Marketing as a major from the University of Saskatchewan. Michelle is involved in several professional organizations: Health Care Public Relations Association, Volunteer Management Group of Saskatoon, and the Canadian Society of Fundraising Executives. She also volunteers for Junior Achievement of Northern Saskatchewan and serves on the Board of Advisors for AIESEC Saskatoon.

se distinguer de toutes les façons. Il leur faudra donc être créatifs et prendre des risques. Pour accomplir ceci, le milieu de travail des employés et des bénévoles devra favoriser une façon de penser progressive. L'équipe dont les membres s'entraideront et auront confiance les uns dans les autres sera la meilleure!

De dire que les organismes à but non-lucratif devront faire face à des défis pendant la prochaine décennie est une affirmation qui reste au dessous de la réalité. Je pense que chacun des organismes à but non-lucratif devra adopter une approche proactive envers le public. Tout effort pour obtenir des fonds devra être accompagné de sensibilité et de créativité. Chaque génération ne dit-elle pas: "nous traversons un temps intéressant"? C'est parce que je crois à cela que j'envisage avec plaisir le reste des années 1990!!

### **Michelle Sluchinski**

Madelle Sluchinski est actuellement Directeur des Levées de fonds pour la Direction de la Saskatchewan de la Fondation des reins du Canada. Elle détient un bachelier en commerce et en marketing de l'Université de la Saskatchewan. Michelle s'implique dans plusieurs organismes professionnels: Health Care Public Relations Association, Volunteer Management Group of Saskatoon, et la Canadian Society of Fundraising Executives. Elle agit également à titre de bénévole pour la Junior Achievement of Northern Saskatchewan et siège sur le Board of Advisors for AIESEC Saskatoon.



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"A Trillion Dollar Windfall" in Maclean's Magazine. November 5, 1990.

1 Drucker, Peter F. Managing the Non-profit Organization: Principles and Practices. New York: Harper Collins, 1990.

Balke, Tom & Bouza, John. "Tapping into Future Trends: Successful Fundraising in the 1990's; un discours prononcé à la Conférence nationale du Canadian Centre for Philanthropy le 24 novembre 1992.

Burke, Mary Anne. Tendances sociales canadiennes. (publié par Statistique Canada). No. 20, printemps 1991.

Devereaux, Mary Sue. Tendances sociales canadiennes. (publié par Statistique Canada). No. 15, printemps 1990.

2 Popcorn, Faith. The Popcorn Report. New York: Harper Collins 1992.

"1993 Charity Facts: Information on Giving, Volunteering, and the Charitable Sector in Canada" compilation par le Canadian Centre for Philanthropy, 1993.

"A Trillion Dollar Windfall" dans la revue MacLean's du 5 novembre 1990.

## ITEMS OF INTEREST

### *Doyle, Robert*

Fund Raising for Stability, Strategies for Community Fund Raising  
Toronto, Ontario  
COPCO, Social Planning Council of Metropolitan Toronto, 1987

### *Stallings, Betty*

Getting to Yes in Fund Raising  
Downers Grove, Illinois  
Heritage Arts Publishing, 1991

### *Vineyard and McCurley*

101 Ways to Raise Resources  
Downers Grove, Illinois  
Heritage Arts Publishing, 1987.

### *Young, Joyce*

Fundraising for Non-Profit Groups  
Canada: Self Counsel Press

## Where to get Resources

Anyone interested in acquiring these resources can call (613) 256-5516, for a list of distributors. Any distributor wishing to be included on the list is invited to send their resources and price list to the JVRM.

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**BOOK REPORT**


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**“FUNDRAISING FOR NON-PROFIT GROUPS”**

By Joyce Young

Welcome to the 90's! Joyce Young first published "Fundraising for Non-Profit Groups" back in 1978, followed by a second edition in 1981 and a third edition in 1989. The relevancy of this book marches on unrelentingly. We all know that over the last 20 years individual and corporate donations, relative to pre-tax income, have declined by about one-third. However, the demand for services and programs continues to change and grow.

Joyce Young prefaces her book with the introduction "The biggest problem with fundraising is that people don't do it. They worry about it. They talk about it. They read books and hold committee meetings about it. But they don't DO IT." The goal of this book is to help you, encourage you, and most of all, make you DO IT! And indeed, she does exactly what she says she will.

This book is very clearly written. The process unfolds in a simple, comprehensive and logical way. Nothing is taken for granted. As I read through this book, I relaxed with the satisfaction that I was being talked to and instructed by an author who has a depth of understanding and full slate of experience.

As you read this book you will follow the practical and strategic steps of fundraising from preparing a proposal to recruiting a fundraising committee. The challenge of

raising money from individuals, corporations and government sources is detailed by explaining what potential sponsors want and how to present it. Examples of essential fundraising tools, the objectives sheet (a must for every organization), the annual report, and the fundraising proposal are covered in detail.

Fundraising is an attitude. Attitudes are discussed throughout this book and the author carefully dispels a lot of myths about the volunteer world as well as the world of business. Joyce Young is not afraid to tell you what to do and how to focus your thinking, how to deal with fears, insecurities, roadblocks, conflict, etc. She says "the best survival strategy for non-profit organizations is self-sufficiency". Ultimately her clear strategy for self-sufficiency fills us with an understanding that helps us with organizing, not just the task of raising funds, but the entire business of volunteering and why we're involved in it.

Fundraising for Non-Profit Groups, How to get Money from Corporations, Foundations and Government is published by Self-Counsel Press (a division of) International Self-Counsel Press Ltd. Canada, U.S.A.

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Chris Jarvis is a member of the Editorial Team for the Journal of Volunteer Resources Management.

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**WHIT & WHIMSEY**


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**The FUN in FUNdraising**

Lynne J. Savage

During an AVA conference in Washington D.C., I purchased a delightful book entitled, "Accent on HUMOR - A look at the lighter side of Philanthropy." It contains a collection of sayings, verses, etc. all related to charity and giving.

Since the authors of these pieces are UNKNOWN, I should like to extend thanks and credit to them, whoever and wherever they may be!

Please read on and enjoy!

***"On Being A Fundraiser"***

A fundraiser stood at the heavenly gate  
 With face all scarred and old,  
 Waiting before the man of fate  
 For admission to the fold.  
 "What have you done," Saint Peter said,  
 "To gain admission here?"  
 "I've been a fundraiser, oh dear saint,  
 For many and many a year."  
 The pearly gates swung open wide,  
 Saint Peter rang the bell.  
 "Come in and choose your harp," he sighed,  
 "You've had your share of hell!!"

\*

Always remember that it is better to give than to receive.  
Besides, you don't have to write thank you notes.

\*

We can all do more than we have done,  
And not be one whit the worse;  
It never was loving that emptied the heart  
Nor giving that emptied the purse!

\*

I firmly believe, I'm willing to bet,  
The more you give, the more you get!

\*

The Lord loveth a cheerful giver. He also accepteth from a grouch.

\*

It's not making money first that's important, it's making money last.

\*

Hundreds of volunteers and paid staff are fundraising in your community. Help each other. And remember to smile and laugh ... *keep the FUN in FUNdraising!!*

Lynne J. Savage is a speaker and writer specializing in humour.  
She works from her Fern Avenue home in Niagara Falls, Ontario.



## ———— You've Received a Grant - Now what? ————

by Stan Fisher

*Your organization has just been awarded a grant - is there anything else to do except spend the money? It is suggested that there are several things to do in addition to implementing the project for which you received the grant.*

- \* As a courtesy, send a thank you letter to the grantor. You would be surprised at how few grant recipients take the time to send even a short, handwritten note to say thank you for the support of their organization and project through a grant award.
- \* Check to see if the grantor requires recognition of the funds you have received. It is your responsibility to let your community know that your grant award is going to do good work.
- \* Compile a file of information needed to produce a report on the grant. Be sure this information is passed along to your new secretary or treasurer or whoever will be in charge of submitting the report.
- \* Review the conditions associated with the grant and respect them. If you have any questions, phone for clarification before you proceed with any expenditures.
- \* Submit your report on time! If you are

going to have trouble meeting the due date, phone and propose an alternative date.

Usually grantors are sensitive to the needs of the volunteer organizations and recognize that deadlines cannot always be met.

- \* In your grant report, tell the grantor what worked well and what did not work well. This allows them the opportunity to use your good news in annual reports and newsletters.

- \* Pictures tell a thousand words! Send along any photos you may have and request return of same if you need them back.

Good luck with carrying out your project and hopefully these hints will help you add that final and special touch to your efforts.

Stan C. Fisher is the Executive Director of the Wild Rose Foundation of Alberta

**N.B.** The Journal of Volunteer Resources Management editorial team would like to extend a great big thanks to the voluntary action directorate (Multiculturalism and Citizenship Canada) for our recent grant to help expand production of the Journal. Thanks Janet & Michael for your vote of confidence!



## JOURNAL OF VOLUNTEER RESOURCES MANAGEMENT

Editorial Process and Guidelines for Authors

### Objective

The Journal of Volunteer Resources Management is intended:

1. to serve as a credible source of information on the management of volunteers in Canada;
2. to provide a forum for the exchange of ideas and to encourage networking among managers of volunteers;
3. to provide a professional development tool for managers of volunteers;
4. to recognize and encourage Canadian talent in the field of Management of Volunteers;
5. to include in each issue at least two articles that will consider different views of a specific and predetermined theme.

### Target Audience

The Journal's intended audience includes managers of volunteers, educators, media and funders of not-for-profit organizations across the country.

### Submissions

All manuscripts will be accepted either on diskette or on typed, double spaced pages. Submissions should be written according to "The Canadian Style - A Guide to Writing and Editing" - Secretary of State, Dundurn Press.

External reviewers may be engaged to review content if deemed advisable by the committee.

The revised draft is edited for clarity and consistency by the Editorial Team.

The edited version is returned to the author for acceptance along with an approval form for signature.

The signed form is to be returned to the Editorial Team within a week along with any suggestions for final revisions.

### Format and Style

Authors are asked to respect the following word counts:

	<u>Words</u>	<u>Pages</u>
<b>Lead Article</b>	2000	5-6
<b>Secondary Article</b>	700-800	2-3
<b>Book Review</b>	150	1

The lead article will look at the topic in some depth and will normally require the author to conduct research into current trends and perspectives on the subject.

The secondary article will adopt a more practical approach, including personal experiences and opinions.



### DEADLINES FOR SUBMISSION AND THEMES

<u>Issue</u>	<u>Deadline</u>	<u>Theme</u>
<i>Summer '93</i>	articles due on the 24th of May	Taking Care of You
<i>Fall '93</i>	articles due on the 24th of August	Negotiation
<i>Winter '94</i>	articles due on the 24th of October	Marketing
<i>Spring '94</i>	articles due on the 24th of February	Youth

