



The

T H

I C K

and **THIN**

of stewardship

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Julia S. Emlen Associates



## The Donor Bill of Rights

**There is only stewardship.**

Philanthropists have the desire to use their means to promote the common good.

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Organizations have the mission, program and constituency in need of support.

## The Donor Bill of Rights

**Stewardship activates philanthropy.**

# the emergence of the donor bill of rights

*what philanthropists require of the organization to make a philanthropic decision:*

- statement of purpose
- program of action
- constituency with need
- evidence of leadership
- proof of responsibility and accountability
- assurance of respect and courtesy

*how organizations demonstrate integrity and reliability:*

- mission statement
- vision statement
- strategic plan
- board of trustees
- policies & procedures
- acknowledgment; recognition
- available information and trained staff

T H

I C K

stewardship

ill-defined  
self-absorbed  
disconnected  
uninformed  
irresponsible

ignores the rights of donors  
organized according to the rights of donors

THINK  
stewardship

strategic  
measured  
focused  
multi-faceted  
attentive



# a principled approach to stewardship

- the entire non-profit organization is responsible and accountable for its philanthropic support
- stewardship activities must be sustainable
- the cost of stewardship activities must be assessed according to impact on philanthropy
- all staff engage in stewardship
- stewardship responsibilities are managed throughout the organization
- stewardship activities are evaluated in terms of **outcome** rather than output



**donor outcomes**

**donor outcomes**

- give regularly
- give to the priorities
- give in usable ways
- give to capacity
- feel recognized
- agree to participate
- spread the message
- bring others along

# organizing stewardship

- mission statement purpose
- program statement
- strategic plan with need
- board of trustees
- policies & procedures and
- accountability;
- assurance of respect and
- courtesy available information and trained staff

- building trust
- managing relationships
- delivering the message

# disorganizing stewardship

- bureaucracy
- tribalism
- management by exception
- output versus outcome
- problems solved by units
- expertise owned by units
- problems are the “reason to be”
- absence of strategic design



# managing stewardship to maximize philanthropy

- gift acceptance process
- strategic solicitation process
- strategic communications process
- stewardship working group

# outcome measurement of stewardship

- give regularly
  - give to the priorities
  - give in usable ways
  - give to capacity
- 
- feel recognized
  - agree to participate
  - spread the message
  - bring others along

**T H**

**I C K**

**stewardship**

**Increases the cost of a dollar raised**  
**Emphasizes labor-intensive activities**  
**Competes internally for resources**  
**Irrational basis for decision-making**

**THIN** stewardship

**Resources allocated to move donors to their highest level of philanthropy**  
**Reduces the cost of a dollar raised**  
**Measurable evidence of impact**  
**Quality, not quantity, of programming**