



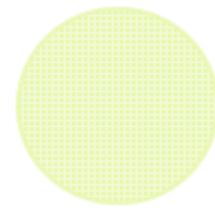
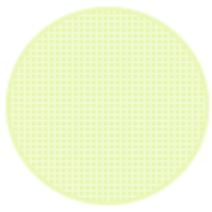
evolving

stewardship

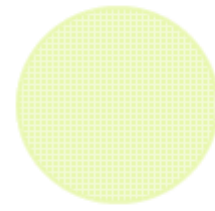
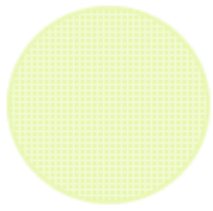
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Julia S. Emlen Associates



The case for stewardship has been made,
**but the place of stewardship in nonprofit
organizations is evolving.**




evolving stewardship





four forces influencing stewardship today

1. The availability of sophisticated, low-cost, desk-top information systems
2. The introduction of rigorous, outcome-based non-profit management methods
3. A rising tide of donor dissatisfaction with non-profit business practices
4. A growing interest among social scientists to research donor interests, responses, and inclinations, and measure the success of fund-raising methods




the emergence of the donor bill of rights

1. What donors need to know and what nonprofit organizations need to do
2. How organizations must respond to philanthropy
3. Philanthropy: Always a personal relationship



*what donors need to know
and what nonprofit organizations need to do:*

1. To be informed of the organization's mission, of the way the organization intends to use donated resources, and of its capacity to use donations effectively for their intended purposes.
2. To be informed of the identify of those serving on the organization's governing board, and to expect the board to exercise prudent judgment in its stewardship responsibilities.
3. To have access to the organization's most recent financial statements.




*how organizations must
respond to philanthropy:*

1. To be assured their gifts will be used for the purposes for which they were given.
2. To receive appropriate acknowledgment and recognition.



philanthropy: always a personal relationship

1. To be assured that information about their donation is handled with respect and with confidentiality to the extent provided by law.
2. To expect that all relationships with individuals representing the organization of interest to the donor will be professional in nature.
3. To be informed whether those seeking donations are volunteers, employees of the organization or hired solicitors.
4. To have the opportunity for their names to be deleted from mailing lists that an organization may intend to share.
5. To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.



a summary of the donor bill of rights

*what prospects 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



stewardship activates philanthropy

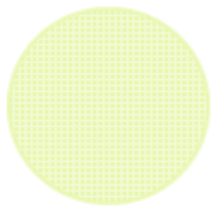
Philanthropists want to use their means to promote the common good.

Non-profit organizations have mission, program and constituency that needs support.

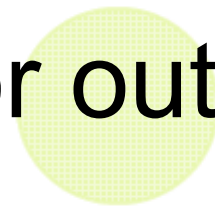
There is only stewardship.

the principles of stewardship

1. The entire non-profit organization is responsible and accountable for its philanthropic support—*all staff must engage in stewardship.*
2. Stewardship activities must be sustainable—*stewardship responsibilities must be managed throughout the organization.*
3. The cost of stewardship activities must be assessed according to their impact on giving—*stewardship activities must be 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 for stewardship

- 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 committee
- strategic solicitation committee
- strategic communications committee
- stewardship working group

career paths in stewardship

1. stewardship officers in communications
2. stewardship officers as solicitors
3. stewardship officers in higher education administration
4. private stewardship consultancies
5. marketing communications professionals, testing stewardship outcomes
6. stewardship officers as executive leaders, with client portfolio, monitoring stewardship initiatives across the organization

There is only stewardship.



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