



TEN TROUBLING TRENDS IN FUND-RAISING

1. The revolving door among development offices.

Good development officers are too often lured away from one organization to another before they have had a chance to realize their full potential at the first organization. Both their personal relationships with donors and their knowledge of the culture are lost to the nonprofit.

2. The Director of Development who is not appreciated/respected/rewarded in a manner that is commensurate with her/his effort and productivity..

Although there is now a definite trend for better salaries at the larger nonprofits, this trend has not yet reached far enough down to the many smaller organizations. Further, many development directors are still not included in the senior management team.

3. The desk-bound development officer who does not get out to meet with prospects.

Too many of us are tied to our offices by too many internal meetings and too much administrative overhead. Too much time is devoted to staring at a computer screen when we should be talking to prospects and donors.

4. The development officer who is relied upon to be the sole solicitor.

Are fund-raising volunteers passing the buck to staff and expecting us to do all the soliciting? Are we running the risk of losing the peer relationship between prospect and donor?

5. The trustee who has no understanding of the role of cultivation to prepare a prospect for solicitation.

Too many trustees today approach solicitation as a business deal. The focus increasingly is on the quick sale without the requisite time devoted to engaging the prospect in the life of the organization.

6. The donor who wants a deal.

The "Master of the Universe" complex is increasingly creeping into charitable giving. "How will the organization benefit?" is becoming "How will **I** benefit?"

7. The micro managing trustee who intrudes into administration.

Too many new board members do not understand trusteeship. They try to use their position for personal advantage in the life of the organization. The most common example of this abuse is in the independent school setting where the trustee puts pressure on the head of school for special treatment for his/her child.

8. The capital campaign as the panacea for all problems.

The reasoning is: "Every other organization is in a campaign; maybe we should be in one." The requisite year of planning is too often either overlooked or abbreviated.

9. "Cash is king" in campaign counting.

The planned gift is being placed on the sidelines in many capital campaigns.

10. Persistent focus on major prospects.

Nonprofit organizations are usually inclusive and sensitive communities. Even though we are under constant pressure to cultivate and engage the major gift prospects, we must be careful not to disenfranchise the small donor.