

**What We Talk About When We Talk About Development:
How Board Members & CEOs Assess Their Organization's Development**

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Table of Contents

Index of Tables.....	4
Preface.....	5
Introduction.....	6
Literature Review.....	8
Methods.....	26
Findings.....	35
Results & Discussion.....	48
Conclusion.....	53
Bibliography.....	57
Appendix A: Preliminary Charts.....	60
Appendix B: Transcribed Interviews.....	63

Index of Tables

Table i: Comparison of Legal and Behavioral Perspectives.....	12
Table ii: Suggested Guidelines for Fundraising Costs	20
Table iii: Activity Stage Frequency, Describing Current Development Efforts.....	36
Table iv: Activity Stage Frequency per Activity, Describing Current Development Efforts	37
Table v: Activity Stage Frequency, Distinguishing CEO and Board	39
Table vi: Activity Stage Frequency, Distinguishing Individual	40
Table vii: Activity Stage Frequency and Activity Range, Distinguishing Individual	41
Table viii: Activity Stage Averages per Organization, Describing Current Development Efforts.....	43
Table ix: Activity Stage Averages per Position, Describing Current Development Efforts	44
Table x: Activity Stage Averages per Organization, Distinguishing CEO and Board.....	45
Table xi: Activity stage Averages per Position, Distinguishing CEO and Board.....	45
Table xii: Implemented Averages per Organization, Distinguishing Individual	46
Table xiii: Implemented Averages per Position, Distinguishing Individual	46

PREFACE

[The CEO] has tried to get the Board, including me, to do fundraising, but I don't know...the other Board members...if it's as distasteful to them as it is to me, but it is. (Board Member Interview)

We as a Board are not great fundraisers. (Board Member Interview)

I do all of the work. (CEO Interview)

In a nonprofit organization, development can be the crux of planning and practice, governance and action, internal and community. Furthermore, the process almost always calls for active involvement of both Board members and their CEOs. The quotes above suggest underlying tensions between Board members and CEOs surrounding the development process. In one, the Board member openly acknowledges that both he/she and the Board as a whole are not meeting the CEO's expectations when it comes to fundraising. The second statement, similarly, acknowledges that fundraising is a weak point of the Board. And the final statement, made by a CEO, expresses a sentiment that the Board is utterly inactive in the organization's development.

My experience in working with small nonprofit organizations, particularly those that were recently all-volunteer organizations, suggests that these organizations tend to operate in a gray area—an area in which Board and staff relationships are poorly defined or communicated. In an area that calls for collaboration of volunteers and paid leaders, tensions such as those expressed above are significant. My work will further examine the perceptions of individual Board members and CEOs about their organization's development.

INTRODUCTION

This study is a platform on which to better understand the role of nonprofit museum Boards and CEOs in their organization's development efforts. In large part, it is unclear whether Board members and CEOs approach development in the same way. Literature on nonprofit development provides guidance on conducting development activities, but tends to focus on the practice rather than Board-staff interactions within the practice.

This study focuses on how Board members and CEOs describe about their organization's development. Specifically, the research goal is to *articulate the similarities and differences in how CEOs and Board members assess their organization's development*. It is a comparison of how Board members and CEOs of the same organization describe that organization's development efforts. For the purposes of this study, the term "development" is defined as "a process that includes [donor] identification, nurturing, and reinforcement through publications, actions, and community impact."¹

The research method, semi-structured interviews, seeks to illuminate the interviewee's understanding of an organization's development process, the roles and responsibilities he/she assumed within it, and the differences per role of the interviewee within the organization. Finally, while this research focuses on development, it may help reach a broader understanding of Board and staff interaction on a general basis.

A Literature Review included in this study includes nonprofit governance and management, best practices in development, and Board participation in development. The information included in the literature review frames the study, particularly providing guidance to the method design.

¹ Kay Sprinkel Grace, *Beyond Fundraising: New Strategies for Nonprofit Innovation and Investment*, (Hoboken, NJ: Wiley, 2005), 1.

Methods Overview

To address this research question, this study includes eleven semi-structured interviews with Board members and CEOs at three separate museum organizations. Each museum is located in the greater Seattle area, and the organizations were selected based on pre-determined criteria of size, content, and history, as well as their willingness to participate. Specific organizational criteria included:

- Self-identification as a museum or historical society;
- Maintains both a collection and exhibit space;
- Staff of 1-8 full time employees, none of which are in development exclusively;
- Professionalization took place in the last 25 years;
- Annual budget under \$2,000,000.

Interviews were done with the CEO, two Board officers (typically the President and Vice President), and the newest Board member. The interview questions were open-ended and asked about the organization's development activities and the organization's goals in development.

LITERATURE REVIEW

Overview

The Literature Review on which this study is based includes three main sections. These include:

1. Nonprofit Governance and Management,
2. Best Practices in Development,
3. Board Participation in Development.

The first section explores the role of a Board within the nonprofit context, with particular emphasis on the interplay of staff and Board. The following section identifies current trends in the field as well as accepted best practices. The final section discusses the role of the Board in its organization's development process and success.

Nonprofit Governance and Management

Introduction to Nonprofit Administration

In *On Being Nonprofit: A Conceptual and Policy Primer*, Peter Frumkin seeks to define the nonprofit sector and its role in contemporary American society. While careful to acknowledge that there are always exceptions in the complex grouping of organizations referred to as the "nonprofit organizations," he develops three features that these organizations have in common: "1) they do not coerce participation, 2) they operate without distributing profits to stakeholders, and 3) they exist without simple and clear lines of ownership and accountability."² These organizations are driven not by monetary profit but towards achieving their mission. Furthermore, organizations that are registered

² Peter Frumkin, *On Being Nonprofit: A Conceptual and Policy Primer* (Cambridge, MA: Harvard UP, 2005), 3.

with the Internal Revenue Service as tax-exempt charities divide into two categories, “those that serve the public and those that serve members.”³

Peter Brinkerhoff provides more detail of nonprofit Boards, their roles and responsibilities, in his *Mission-Based Management: Leading Your Not-for-Profit in the 21st Century*. While Boards are varied depending on type, size, environment, and history of the organization, he argues that effective Boards fulfill the following responsibilities:

- Fulfill all of the IRS and state not-for-profit reporting requirements;
- Set policy and establish organizational goals;
- Hire the executive director;
- Evaluate the executive director’s performance in writing at least annually;
- Assure that fiscal policies are in place and followed;
- Help develop and adopt budgets;
- Review and amend bylaws every two years;
- Ensure compliance with the funding stream’s policies and regulations;
- Establish personnel policies and monitor their compliance;
- Nominate and elect officers;
- Represent the organization in public within the constraints of the media policy;
- Help recruit new board members;
- Raise funds;
- Perform volunteer program work.⁴

According to the responsibilities above, the Board intrinsically is tied to its organization’s financial development program due to its responsibilities of fiscal oversight. On a structural level, this means that the Board is responsible for ensuring legal and ethical financial practices and fundraising programs.⁵ With this, the Board must delegate the activities it does not do on its own.⁶

³ Ibid., 8.

⁴ Brinkerhoff, 58-60.

⁵ Ibid.

⁶ Ibid.

The High Performance Board, written by Dennis Pointer and James Orlikoff, provides a similar but more condensed description of Board responsibilities. According to the authors, a Board's obligations include:

- *Policy formulation*: specifying expectations, directives, and constraints;
- *Decision making*: choosing among alternatives regarding matters that require board attention, input, or approval;
- *Oversight*: monitoring and assessing organizational process and outcomes.⁷

Formatted as a tool of change, the text's basic argument is that Boards can be improved through internal efforts of the Board itself and efforts from the CEO, and that most organizations are operating with a less-than-optimal Board. Pointer and Orlikoff summarize their position in four principle arguments:

1. Governance really matters;
2. Governance is becoming more difficult;
3. Governance is less than optimal in most organizations;
4. Board performance and contributions can be dramatically improved.⁸

Overall, *The High Performance Board* argues that Board improvement should be done purposefully and intentionally.

A similar guide to Board governance was published by *The Independent Sector* as "Principles for Good Governance and Ethical Practice: A Guide for Charities and Foundations." Developed by the Panel on Nonprofit Sector, panel participants posit that the ideal setting for nonprofit activity is within a balanced system of law and self-governance.⁹ Too much restriction and organizations are unable to do the work they can do and are funded to do. Too little restriction and practices are abused. Following

⁷ Dennis Pointer and James Orlikoff, *The High Performance Board* (Hoboken, NJ: Jossey-Bass, 2002), 19.

⁸ *Ibid.*, 2-3.

⁹ Panel on the Nonprofit Sector, "Principles for Good Governance and Ethical Practice: A Guide for Charities and Foundations," *Independent Sector* (October 2007), 3.

this, the panel argues that “self-regulation begins with self-governance.”¹⁰ With this, they establish 33 principles in four categories that determine sound governance. The four categories including:

1. Legal compliance and public disclosure,
2. Effective governance,
3. Strong financial oversight,
4. Responsible governance.¹¹

As the above sources state, the Board of a nonprofit organization is legally and morally obligated to ensure that its organization serves the community upholding legal and ethical standards. Thus, if an organization fails to meet legal requirements or act according to its mission, the responsibility lies with the Board.

Board and Staff

In the article, “Mission-Driven Governance,” Raymond Fisman, Rakesh Khurana, and Edward Martenson argue that the function of Boards is often problematic: while it is known what the Board is supposed to do, the practice is rarely anything like the prescribed standard. They argue that “the inability of boards of directors and nonprofit executives to keep their organizations focused on a clearly articulated mission is a significant and overlooked problem.”¹² They believe that dysfunctional Boards are often the result of unevenly distributed authority or, on the other end of the spectrum, become so overly concerned with defining roles and Board members their personal roles that they lose sight of a

¹⁰ Ibid., 4.

¹¹ Ibid., 5.

¹² Raymond Fisman, Rakesh Khurana, and Edward Martenson, “Mission-Driven Governance,” *Stanford Social Innovation Review* (Summer 2009) 38.

collective purpose.¹³ While no Board is without its challenges, these particular challenges can be difficult to address, let alone resolve: “Many directors and executives who are dissatisfied with the state of their organizations’ affairs nevertheless resign themselves to the status quo because they don’t see how it can be changed.”¹⁴

Acknowledging Board challenges, the article also includes a careful distinction of the roles of Board members and CEOs. While both entities serve the organization’s mission, the Board approaches this responsibility from a legal perspective while the CEO approaches it from a behavioral perspective.¹⁵ To describe the natural tension between a Board and CEO, they include the following table as a model of responsibilities¹⁶:

Table i: Comparison of Legal and Behavioral Perspectives

	<i>Legal Perspective (Board)</i>	<i>Behavioral Perspective (Director)</i>
<i>Goal</i>	Accountability	Success
<i>Preoccupation</i>	Structures & controls	Performance
<i>Means</i>	Relationships based on rules	Relationships based on trust
<i>Primary Activity</i>	Oversight	Group decision making

Coming from these differing perspectives, staff and Board unite in the organization’s mission. The authors refer to this as the True North concept—while each action an organization takes will likely not perfectly fulfill the mission, the decisions are based on what comes closest to fulfilling the mission.¹⁷ In other words, the mission is the “True North” that guides all decisions of the Board and actions of the CEO.

A study published in 2011 by CompassPoint and the Meyer Foundation, “Daring to Lead,” is the third edition of a report identifying trends in nonprofit leadership and management, examining

¹³ Ibid., 38.

¹⁴ Ibid., 38.

¹⁵ Ibid., 39.

¹⁶ Ibid., 39.

¹⁷ Ibid., 39.

specifically the role of the CEO or Executive Director. This most recent review included the following key findings:

1. Though slowed by the recession, projected rates of executive turnover remain high and many Boards of directors are underprepared to select and support new leaders.¹⁸
2. The recession has amplified the chronic financial instability of many organizations, causing heightened anxiety and increased frustration with unsustainable financial models.¹⁹

These findings stem from a study involving 3,000 nonprofit CEOs. The results of the study showed that 67% of participating nonprofit CEOs anticipate leaving within the next four years.²⁰ The study also found a correlation between the recession and increased anxiety for these CEOs.²¹ Based on these findings, the report concludes with the following Calls to Action:

1. Plan for successful transitions.²²
2. Advance understanding of nonprofit financial sustainability.²³
3. Find new ways to improve the performance and enhance the composition of boards.²⁴

In the *Jossey-Bass Handbook of Nonprofit Leadership and Management*, Robert Herman discusses the relationship between CEO and Board. Herman encourages readers to treat the CEO position as a central leader rather than a mere agent acting on behalf of the Board it serves. Herman describes the accepted role of the Board in the following: “the moral assumption is that the Board conducts the organization’s affairs as a steward of the public interest, in a manner consistent with the wishes and needs of the larger community.”²⁵ While this theory is held widely, Herman argues that it is rarely the case in reality, as “the actual performance of Boards often falls short of [this] ideal.”²⁶ With what he believes is a more realistic and honest approach to nonprofit leadership, Herman posits that

¹⁸ Marla Cornelius, Rick Moyers, and Jeanne Bell, “Daring to Lead: A National Study of Nonprofit Leadership” (San Francisco, CA: CompassPoint Nonprofit Services and Meyer Foundation, 2011), 2.

¹⁹ *Ibid.*, 6.

²⁰ *Ibid.*, 3.

²¹ *Ibid.*, 6-8.

²² *Ibid.*, 14.

²³ *Ibid.*, 15.

²⁴ *Ibid.*, 16.

²⁵ Robert D. Herman, “Executive Leadership,” in *The Jossey-Bass Handbook of Nonprofit Leadership and Management*, (Hoboken, NJ: Jossey-Bass, 2010) 159.

²⁶ *Ibid.*, 159.

“since chief executives are going to be held responsible and since they accept responsibility for mission accomplishment and public stewardship, they should work to see that Boards fulfill their legal, organizational, and public roles,”²⁷ thereby adding to CEO leadership the concept of Board-centered leadership. Herman bases his argument on a study conducted of a group of CEOs considered most effective by nonprofit professionals and peers, which found that a key factor for effectiveness is a CEO’s effectiveness with his/her Board.²⁸ Reviewing the study in more detail, Herman concludes that Board-centered leadership includes the following characteristics:

- Facilitating interaction in board relationships;
- Showing consideration and respect for board members;
- Envisioning change and innovation for the organization with the board;
- Providing useful and helpful information to the board;
- Initiating and maintaining structure for the board;
- Promoting board accomplishments and productivity.²⁹

By definition, all Board members with nonprofits are volunteers. The article, “Balancing Act: The Challenges and Benefits of Volunteers,” by Mark Hagar and Jeffrey Brudney, speaks to the importance of managing volunteers—paying attention to volunteer motivations and passions within the organization, most importantly, managing volunteers to use their time most effectively. Their research suggests that staffed organizations with positions dedicated to managing volunteers are able to not only attract more volunteers, but utilize their time much more effectively for the benefit of the organization.³⁰ This speaks to the importance of attending Board members—to provide adequate education for them as to their role and responsibility, to have clear and comfortable communication, and to ensure that they feel a part of the organization they serve—to increase organizational impact and efficiency. Hagar and Brudney also argue that volunteers tend to respond positively to increased responsibility, and the

²⁷ Ibid., 161.

²⁸ Ibid., 161.

²⁹ Ibid., 162-3.

³⁰ Mark Hagar and Jeffrey Brudney, “Balancing Act: The Challenges and Benefits of Volunteers” *The Urban Institute* (Dec 2004), 3.

organization benefited as well.³¹ Thus, when a volunteer is doing work that is more specialized and when volunteers have several options for work to do, both the volunteer and organization benefit.

Ester Iecovich and Hadara Bar-Mor conducted a study, published in *Administration in Social Work*, about the relationship between CEO's and Chairpersons in nonprofit organizations. The purpose of their study was to determine the dominant leadership structure: CEO dominant, Board dominant, or a combination of the two.³² They also sought to understand whether there was a connection between the status and success of the organization and the dominant leadership structure.³³ The study was done in Israel, with surveys being mailed to nonprofit organizations in the state that provided community or residential services to the elderly. The responses to the survey indicated that 41.1% were CEO dominant, 35.7% chairperson dominant, and 23.2% equal.³⁴ The concept of dominance included staff and management responsibilities as well as setting agendas for meetings. The results showed that it is more common to have a dominant CEO, that more established and professional organizations tend to be more CEO-dominant, and that the "best predictor for CEO dominance is in the degree to which there was a clear division of labor between the two key persons of the organization."³⁵

Board Composition and Efficiency

In *Beyond Oversight: Developing Grassroots Nonprofit Boards for Community and Institutional Change*, David Moxley posits a path towards efficient and purposeful Board development. He argues that the key to an effective Board is Board recruitment, and the key to effective and fruitful recruitment efforts is the ability of the organization to know where it wants to go and how it can get there;

³¹ Ibid., 3.

³² Ester Iecovich, Hadara Bar-Mor, 29.

³³ Ibid, 29.

³⁴ Ibid, 33.

³⁵ Ibid, 37.

simultaneously, the key to an organization with vision and focus is a focused and driven Board.³⁶ Thus, a good Board recruitment program evolves with the organization's vision for the future by both the staff and current Board. Moxley provides the following guidelines for successful Board development:

- Energy to devote to board development;
- Rich version of community service to infuse board development with relevance;
- Strong set of beliefs within the board that inform the substance of community service;
- Commitment to continuous improvement;
- Commitment to continuous/progressive learning.³⁷

Moxley's broader argument is that a mindful, focused Board will breed a similar type of organization, and that such an organization has a greater capacity for impact.³⁸ While the work has applications beyond development and fundraising, it highlights the importance of mindful and strategic Board recruitment, as well as the essential nature of strong Board leadership in a nonprofit organization.

Best Practices in Development

Tools and Guidelines

The 2009 *Fundraising Basics: A Complete Guide* by Barbara L. Cinconte and Jeanne G. Jacob provides a thorough overview of nonprofit development practice. This text shows the day-to-day work of a development office or function within a nonprofit organization. Beginning with an overview of the ethics of nonprofit philanthropy, the book then describes the roles of those involved in nonprofit development, including volunteer Board members. While each organization needs to set its own expectations, Cinconte and Jacob state that it is imperative to have a clear, agreed-upon description of each staff and volunteer job, particularly in regards to development. The guide also includes a

³⁶ David Moxley, *Beyond Oversight: Developing Grassroots Nonprofit Boards for Community and Institutional Change* (Oxford, UK: NASW Press, 2001), 2-4.

³⁷ *Ibid.*, 7.

³⁸ *Ibid.*, 2-7.

description of an annual giving plan, planned giving, and capital campaigns; benefits and responsibilities of an in-house development office and development and development consultations, and distinguishes various funding options, including: corporate giving, foundation giving, personal giving, and special events.³⁹

While the above text describes the function of a development effort or office in a nonprofit organization, the Association of Fundraising Professionals clarifies and defines the act of fundraising and the role of the fundraiser. With regular publications, conventions, training, and resources for organizations and professionals, this association seeks to professionalize the fundraising practice.⁴⁰

As the nonprofit designation is a legal standing with the Internal Revenue Service, nonprofit organizations are required to register both with that office and with the state(s) in which they operate. It is the responsibility of the state Attorney General to enforce each state's laws regarding the activities of charitable organizations and their fundraising practices. Furthermore, the commercial fundraisers and charitable organizations must register with their respective Secretary of State Office. The Secretary of State in Washington's webpage includes a search function for both commercial fundraisers and charitable organizations registered with the State.⁴¹ To aid with this responsibility is the National Association of State Charity Officials.⁴²

Fundraising Philosophy and Practice

In her 2005 book, *Beyond Fundraising: New Strategies for Nonprofit Innovation and Investment*, Kay Sprinkel Grace describes philanthropy in the context of values. In her first chapter, "Values: The

³⁹ Barbara Cicone and Jeanne Jacob, *Fundraising Basics, A Complete Guide* (Sudbury, MA: Jones and Bartlett Publishers, 2009), 1-6.

⁴⁰ "AFP," *Association of Fundraising Professionals*, 2009, www.afpnet.org.

⁴¹ "Charities Program," *Washington Secretary of State*, 24 February 2013, <http://www.sos.wa.gov/charities/>.

⁴² "National Association of State Charity Officials," *National Association of State Charity Officials*, 2013, 24 February 2013, <http://www.nasconet.org>.

Context for Philanthropy, Development, and Fundraising,” she begins by arguing that the focus on values enables organizations’ development practices to sustain long-term: “to be innovative and attract long-term donor investment, organizations in the nonprofit sector must define and apply their values.”⁴³ She describes development as “a process that includes [donor] identification, nurturing, and reinforcement through publications, actions, and community impact.” While the terms philanthropy, development, and fundraising are often used interchangeably, Grace distinguishes them as follows: philanthropy as a concept based on values, development as the process of uncovering shared values, and fundraising as providing people opportunities to act on their values.⁴⁴ Furthermore, development is an organization-wide “prelude” to a specific fundraising initiative.⁴⁵

In her second chapter, “Putting Away the Tin Cup: Changed Attitude, Changed Practices,” Grace addresses sometimes problematic internal attitudes toward development and fundraising practices. Rather than thinking of the act of giving as a donation or contribution, she urges that it be considered an investment: “Organizations must believe that asking for funds is not begging for money, but an invitation to invest; not holding out a tin cup, but offering opportunities to work together to meet community needs.”⁴⁶ Thinking of those who give to an organization as investors rather than donors adds the concept of value- or social-return to fundraising, as opposed to purely financial.⁴⁷ She acknowledges that those who are most important to the fundraising process—organizational leaders and volunteers, including Board members—often are deterred from the act of asking by a fear of rejection. She offers six keys to overcoming this fear: understand the importance of the need and impact, feel passion for the organization or project, have adequate information about the organization, have adequate information about the prospect, receive training or coaching on how to act, and work with supportive base of staff

⁴³ Grace, 1.

⁴⁴ Ibid., 5.

⁴⁵ Ibid, 13.

⁴⁶ Ibid, 17.

⁴⁷ Ibid, 24.

and volunteers.⁴⁸

Returning to the *Handbook of Nonprofit Leadership and Management*, Robert Fogal's chapter, "Designing and Managing the Fundraising Program" models a linear progression of an organization's fundraising program. According to Herman, fundraising is important to a nonprofit's success for two key reasons: "fundraising generates essential income for charitable organizations,"⁴⁹ and "fundraising success measures the degree to which an organization's purpose is affirmed."⁵⁰ Elaborating on this second point, Herman writes that fundraising is indicative of community perception and value. Next, Herman describes three stages of a fundraising program, believing that there is often a linear progression in this program's development.⁵¹ The first stage is the formative stage, in which fundraising is similar to making sales, and largely short term. Beyond that is the normative stage, which is slightly more long-term focused and emphasizes building relationships with donors. Finally is the integrative stage, which is based on strategy and organizational values.⁵²

With this, Herman speaks of fundraising largely as a management process. As with other management practices, it should involve "analysis, planning, execution, control, and evaluation."⁵³ He also speaks to the importance of cost-effective fundraising, including the following table:

⁴⁸ Ibid, 18.

⁴⁹ Robert Fogal, "Designing and Managing the Fundraising Program" in *The Jossey-Bass Handbook of Nonprofit Leadership and Management*, (Hoboken, NJ: Jossey-Bass, 2010) 505.

⁵⁰ Ibid., 506.

⁵¹ Ibid., 506.

⁵² Ibid., 506.

⁵³ Ibid., 509.

Table ii: Suggested Guidelines for Fundraising Costs⁵⁴

<i>Activity</i>	<i>Cost per Dollar Raised</i>
New Donor Acquisition	Up to \$1.50
Special Events	Up to \$0.50
Donor Renewal (General Donor Programs)	Up to \$0.25
Major Gifts and Capital Campaigns	Up to \$0.10
Planned Giving	Up to \$0.15
Corporate & Foundation Grant Seeking	Up to \$0.20

Within the field of nonprofit fundraising, Stuart Grover focuses on capital campaigns in his book, *Grover’s Capital Campaigns: A Guide for Board Members and Others Who Aren’t Professional Fundraisers but Who Will be the Heroes Who Will Create a Better Community*. As indicated by its title, the audience for this book is specifically nonprofit leaders and volunteers who are not professional fundraisers or fundraising consultants. Speaking directly to Board members, Grover states that the central piece of his argument is that that “the vast majority of fundraising campaigns succeed because they attract passionate, committed, skilled volunteer leadership.”⁵⁵ He acknowledges that successful fundraising campaigns stem from a combination of organizational attitude and scientifically based techniques.⁵⁶ Grover points out that in any fundraising campaign, it is important that the Board be first to give.⁵⁷ This provides the campaign necessary momentum and validates the organization’s commitment. Walking through the rest of the campaign process, Grover encourages professionalism in the process, and stresses the importance of organizational preparedness prior to beginning a capital campaign.

⁵⁴ Ibid., 517.

⁵⁵ Stuart Grover, *Capital Campaigns: A Guide for Board Members and Others Who Aren’t Professional Fundraisers but Who Will be the Heroes Who Will Create a Better Community* (Bloomington, IN: iUniverse, 2006), xvi.

⁵⁶ Ibid., 5.

⁵⁷ Ibid., 115.

Board Participation in Development

Returning to *Fundraising Basics*, Cinconte and Jacob elaborate on the expectations organizations generally hold of their Board members. They posit that Board members are often recruited by management or other Board members based on what it is believed they can contribute to the organization's development, "Most members of nonprofit Boards have been asked to be on their Boards for one of three reasons: 1) their ability to bring in wealth, 2) their wisdom, 3) their ability to work hard for the cause. These are commonly referred to as the 'three W's' in fundraising."⁵⁸

Timothy Seiler's "The Total Development Plan" in *Achieving Excellence in Fundraising* emphasizes diversification in nonprofit fundraising. Here, Seiler elaborates on the multiple types of gifts that construct a comprehensive development program, explaining that comprehensive and sustainable development programs rely on the full spectrum of gifts.⁵⁹ Seiler's description of development is a structure thoughtfully built overtime that builds diversity as it evolves, stating "organizations are discovering that achieving fundraising success year after year calls for a fully integrated plan that develops and nurtures a diversified funding base."⁶⁰ Similar to Grace, Seiler distinguishes development and fundraising:

Development as an organizational process involves fundraising but is more than fundraising.

Development is growth of mission; it includes planning, communications, and effective fundraising includes identifying the most qualified prospective donors by focusing on their linkage to the organization and their interest in its work as well as their ability to make gifts.

Fundraising involves the development of a relationship between prospective donors and the

⁵⁸ Cinconte and Jacob, 19.

⁵⁹ Timothy Seiler, "The Total Development Plan," *Achieving Excellence in Fundraising* (Hoboken, NJ: Jossey-Bass, 2010), 41-5.

⁶⁰ *Ibid.*, 42.

organization.⁶¹

To schematize the development process, Seiler includes a donor pyramid to demonstrate “the typical process of donor involvement.”⁶² The pyramid is useful in “demonstrating the interrelatedness of all the components of the integrated development plan. Effective fundraising recognizes how the components are interdependent and manages the process of developing the components as mutually reinforcing.”⁶³

At the base of the interview is the Universe of Prospects, followed by (in order): First Time Donor, Renewed/Upgraded Donor, Special/Major Gift Donor, Capital Donor, Planned Gift Donor.⁶⁴

Finally, in describing the internal roles of development, Seiler distinguishes between Board members and directors or CEOs as the difference between the donor and advocacy roles of the Board and the more strategic role of the CEO. In describing the Board, he states, “It is essential that Board members place their full support behind the plan by contributing financially to the best of their ability and by urging others to do so,”⁶⁵ while he describes the CEO as “the principal advocate for the continuing advancement of the organization into the future...The chief executive—as the primary link to the governing Board and, though the Board, to the larger community—must constantly champion the development program and the goals that it seeks to serve.”⁶⁶

In the same book, Ted Grossnickle’s “The Trustee’s Role in Fundraising,” elaborates on Board responsibilities in fundraising. Grossnickle argues that the first step in Board involvement is for the staff to fully inform the Board “why private support is required, how it is used, its role in the general budget

⁶¹ Ibid., 43.

⁶² Ibid., 45.

⁶³ Ibid., 46.

⁶⁴ Ibid., 45.

⁶⁵ Ibid., 46.

⁶⁶ Ibid., 46.

and long-term organizational strategy, and the organization's history of support."⁶⁷ Discussions of the Board's role in fundraising should begin with or before orientation, when Board members are given a context and purpose for doing so.

Aside from participating in fundraising as an advocate, Grossnickle describes the Board's responsibility to oversee the purpose and practice of an organization's fundraising. The Board is responsible for overseeing the strategy of a fundraising plan before it begins, knowing the staff involved, and participating in fundraising as leaders of the organization.⁶⁸ Grossnickle adds that this role carries out differently for each Board member depending on his or her strengths: "each trustee has a duty to learn how to be very effective in at least one aspect of fundraising."⁶⁹ Areas of possible donor involvement include: donor identification, qualification, and engagement strategies; donor cultivation; donor solicitation; acknowledgement and stewardship. In speaking of the importance of the Board's stewardship, Grossnickle states, "It is true that prospective donors will not be strongly inclined to support a cause if Board members do not do so, or do so only halfheartedly. Very generous donors regularly calibrate their gifts directly to what they observe as total gift support from the collective membership of the Board."⁷⁰ Following this logic, recruitment of Board members should scrutinize not only their willingness to give, but their understanding that they are to take both an active and an oversight role in their organization's fundraising efforts.

Returning to Grace's *Beyond Fundraising*, she dedicates an entire chapter to the subject of Board involvement in development. Ultimately, she argues, Board recruitment is crucial: "Dynamic board development is the proven key to successful fund development."⁷¹ She then describes a matrix

⁶⁷ Ted Grossnickle, "The Trustee's Role in Fundraising," *Achieving Excellence in Fundraising* (Hoboken, Jossey-Bass, 2010), 276.

⁶⁸ *Ibid.*, 277.

⁶⁹ *Ibid.*, 278.

⁷⁰ *Ibid.*, 282.

⁷¹ Grace, 159.

approach to Board recruitment, in which Board members and potential Board members are organized according to organizational initiatives. With this, she encourages a rule of thirds, in which:

- At least one-third of the board members should place your organization as their top philanthropic priority;
- Another third should place your organization among their top three philanthropic priorities;
- The remaining third will provide expertise and be less involved, but they should be recruited with the goal of moving them into the first or second group.⁷²

Development Resources for Small Nonprofits

This section provides an overview of development resources available and accessible to nonprofits. These resources may be particularly significant or useful to organizations without professional development staff. For the reader, this section may help to contextualize the organizational perspectives of development within my sample.

Groups such as the National Council of Nonprofits are sources of statistical information and advocacy for nonprofits. This is a membership association that provides networking tools, legislative information, supports nonprofit advocacy, and news about the nonprofit sector. The association's current advocacy efforts focus on capacity building and health care reform.⁷³ BoardSource is a membership organization that focuses on nonprofit Boards, providing resources directed primarily at nonprofit staff, but also for Board members. The website offers several articles, book recommendations, and promotes training for Board members.⁷⁴

For museums in particular, there are several membership associations that provide networking

⁷² Ibid., 172.

⁷³ "National Council of Nonprofits," National Council of Nonprofits, 2013, 24 February 2013, <http://www.councilofnonprofits.org>.

⁷⁴ "BoardSource: Building Effective Nonprofit Boards," *BoardSource*, 24 February 2013, <http://www.boardsource.org>.

and resources for members, as well as host conferences. The scope of these associations is much broader than development—they generally cover all aspects of museums—they often include development and planning resources. Nationally, the American Alliance of Museums is open to all museums regardless of size.⁷⁵ There are multiple other museum associations, such as the Washington Museum Association or the Small Museum Association, which can also provide a network of resources, experiences, and tools for museum professionals. Another useful source of information for organizations wanting to fundraise, institutions of higher education that conduct research in this field often offer research materials. For example, the Indiana University School of Philanthropy conducts research on fundraising and nonprofit management.⁷⁶ Likewise, the Nancy Bell Evans Center on Nonprofits & Philanthropy of the University of Washington has available research and student work that nonprofit organizations may find useful.⁷⁷

Conclusion

In reviewing best practices of development, these materials describe the development process and guidelines for implementation, as well as more theoretical approaches to development as a concept rooted in relationships, community, and values. The third section synthesizes the first two, focusing particularly on the role of the Board in development. Here, the literature emphasizes Board participation, which can be giving, soliciting gifts, and/or advocating in the community, as critical to any development effort's success.

⁷⁵ "American Alliance of Museums," *American Alliance of Museums*, 30 March 2013, <http://www.aam-us.org>.

⁷⁶ "The School of Philanthropy," IUPUI: Indiana University Purdue University Indianapolis, 2013, 24 February 2013, <http://www.philanthropy.iupui.edu>.

⁷⁷ "Nancy Bell Evans Center," Evans School of Public Affairs, University of Washington, 2013, 24 February 2013, <http://evans.uw.edu/centers-projects/nbec/nancy-bell-evans-center>.

METHODS

This study uses semi-structured interviews to *articulate the similarities and differences in how CEOs and Board members assess their organization's development*. The process included a selection of organizations for the study, conducting interviews with Board members and the CEO at each organization, and coding the interview data for patterns and trends. The coding process itself, as the tool for analysis, was designed to best determine what aspects of development the interviewee was most comfortable with and felt was most important to his/her organization. Thus, it was designed not to measure the sophistication of an organization's development *plan*, but the interviewee's *perception* of it. This section includes:

- Selecting Organizations;
- Interviews: Conducting, Transcribing, and Editing; and
- Coding: Activity Type and Activity Stage

Selecting Organizations

Criteria

A sample was developed by first establishing organization criteria and then identifying organizations in the Greater Seattle area that fit such criteria. Criteria include:

- Self-identification as a museum or historical society;
- Maintains both a collection and exhibit space;
- Staff of 1-8 full time employees, none of which are in development exclusively;
- Professionalization took place in the last 25 years;
- Annual budget under \$2,000,000.

The two key criteria on which the others are based are the organization's identity as a museum or historical society and that it have no development staff. Stemming from organizational identity, the criterion of collection and exhibition space was added to narrow the scope of possibilities. Criteria concerning organization staff size and budget stem from the criterion of no professional development

staff. Finally, working with organizations that have recently transitioned from volunteer to professional focuses the study on organizations that have less established board and staff roles.

With a list of organizations that fit these criteria, the next step was initiating contact to determine each organization's interest in participating. It is important to note that networking connections may have been a factor in the organization's interest to participate. Another factor that affected the sampling of organizations was the organization's internal state of affairs. For example, two organizations that were a good fit otherwise and showed an initial interest in the study eventually declined participation. In one case this was due to CEO transitioning, and in another it was due to a current strategic planning effort that was a considerable time burden on the volunteer Board.

Interviews

Selection of Interviewees

The initial intent was to interview the CEO, President, Vice President and newest board member of each organization within the sample. These positions were chosen to best fit the research goal, while including some variation in Board responses.

Unfortunately, there were some obstacles in interviewee availability. With Organization B, a president's illness and subsequent stepping down from the position meant that the interview with the "president" was with a person who had been in that role for less than a month. Furthermore, to accommodate this flux, the "vice president" interview with this organization was done with a former president who had continued Board service after stepping down from the office years earlier. With Organization C, an interview was eventually canceled due to an interviewee's health complications.

The goal of each interview was to discern the interviewee's perception of the development process so that these perceptions could be compared. While CEOs and Board members were asked the

same questions, the language of the final question was adjusted for the interviewee's position (i.e. CEO or Board member).

Unfortunately, there were some obstacles in interviewee availability. With Organization B, a president's illness and subsequent stepping down from the position meant that the interview with the "president" was with a person who had been in that role for less than a month. Furthermore, to accommodate this flux, the "vice president" interview with this organization was done with a former president who had continued Board service after stepping down from the office years earlier. With Organization C, an interview was eventually canceled due to an interviewee's health complications.

Scheduling

Interviews took place between December 2012 and January 2013. They were arranged according to interviewee's availability and schedule. All interviews were done at a location selected by the interviewee, usually at an office, café, or in some cases, the museum. If interviews were done at the museum or in a public setting, they took place in a secluded area. Furthermore, if the interview took place at the museum, it was done in a private area away from other staff and/or Board members.

Conducting Interviews

A minimum of one week prior to the scheduled interview, each interviewee received the interview questions, a description of the research goal, timeline, and confidentiality information. The document also included the definition "development" noted in the Introduction: as "a process that includes [donor] identification, nurturing, and reinforcement through publications, actions, and community impact."⁷⁸ When meeting with the interviewees in person for the interview, each received each with a signed confidentiality agreement, and discussed in person any concerns they had regarding

⁷⁸ Kay Sprinkel Grace, *Beyond Fundraising: New Strategies for Nonprofit Innovation and Investment*, (Hoboken, NJ: Wiley, 2005), 1.

the research or their confidentiality. All interviews were recorded using an audio recording device.

Interviewer Instrument:

1. Can you describe the current development efforts at your organization?
 - i. *Probe: Distinguish between short term and long term*
 - ii. What are the end goals of these efforts?
 1. What do you think of these goals? Are they achievable? Are they necessary?
2. Can you describe the internal processes for these development activities?
 - i. What are the steps involved in seeking funding?
 1. *Probe: Specify roles*
 2. *Probe: Are efforts institution-wide or carried by only a few individuals?*
 - ii. What is successful in this process?
 - iii. What is unsuccessful in the process?
 1. Do you have any ideas about how to make adjustments to improve the process?
3. Can you describe your individual role in these development activities?
 - i. I.e. plan events, identify funding opportunities, pursue funding opportunities, advise staff on fundraising efforts, etc.
 - ii. *Probe: Is this what you would like to do? Are there other roles that you could do better or would rather do?*
 - iii. *Probe: Is this work rewarding for you?*
 - iv. When you joined the Board, what did you anticipate or expect to be your role in the organization's development process, if any?
4. Education and training
 - i. *For Board Members:* Can you talk about any formal education or training you have received while on this Board about your organization's development efforts and your role in those efforts?
 1. Was involvement in development efforts implicit or explicit when you joined the Board?
 - ii. *For CEOs:* Can you talk about any formal education or training your Board members have received regarding your organization's development process?
 1. What was your role in those efforts? Is involvement in your organization's development implicit or explicit when Board members join?

Interviews were conducted in a semi-structured format. The key questions were asked in the order written above, but followed with probing and at times extended into a more conversational interchange. This approach was selected to help ease any tension that can naturally build when discussing organizational finances and personal responsibilities associated with that.

Transcribing Interviews

Following the interview, audio files were stored on the researcher's personal computer and personal internet storage account. The researcher personally transcribed all interviews, again saving all documents on a personal computer and personal internet storage account.

Interviews were transcribed verbatim, with the exception being excessive use of wording such as "you know" or "well." Ellipses were used to signify talking patterns and used with brackets to signify omitted wording. Furthermore, while complete interviews were transcribed, the interviews available in the appendix exclude sections of responses that easily identify the organization and/or individual interviewee (see Appendix B).

Confidentiality

Each interviewee was informed prior to the interview that he/she may choose not to answer any part of any question or that he/she may decide to remove the interview from the study at any point after the interview. Furthermore, each interviewee was asked to sign a confidentiality agreement. The interviews asked individuals only about their own work and participation in the organizations they serve and represent; participants were not asked to discuss personal views on the performance of others in their organization.

Typed transcripts (see Appendix B) are identified by position and grouped by organization. Information that clearly reveals the identity of interviewee is omitted from the final paper to preserve confidentiality (though it was contextually relevant while coding). The transcripts are for use in my research only. Any use beyond this scope will require the explicit consent of each interviewee. If interviewees are unavailable to give consent, the information may not be used.

Coding

For Questions 1, 2, and 3, two coding processes were used. The first coding process distinguishes the type of development activity the interviewee mentioned, such as grants or annual appeal. The second coding process distinguishes the stage of implementation of an activity described. For this, there were three possible stages: Implemented, Hypothetical, Non-Implemented. Both coding processes are described in detail below. Note, however, that coding for activity stage is the primary tool of analysis for this study.

Questions 4 and 5, which focus on education for development, were not coded and were not included in results, analysis & discussion, or the conclusion. As responses were wide ranging and fragmented, there was not a consistent, logical way to code the data relevant to the rest of this study. The topic of Board education and training for development is a potential point of study independently.

Coding Per Activity

To analyze the interview data, transcripts were coded for development activities. Activities could be organization-wide or specific to an individual or committee. Furthermore, they could be specific activities that were done or had been done (i.e. a membership event done in the prior year to raise money for an exhibit) or general (i.e. an annual appeal or building the contact base for the organization). If the same activity or process was mentioned multiple times, it was counted only as one. With this, those counted range from general (i.e. membership) to specific (a certain donor or membership event). Sometimes activities were described in detail, and sometimes in as little as a couple of words; the coding process does not distinguish this. Results were grouped according to the question they were answering, which did not necessarily align with the question that had been asked.

An emergent coding method was used, in which categories were developed based on the interview data. Due to the wide range of categories, the category/sub category structure was arranged using category distinctions of the IRS 990 form. The following categories were established for coding:

- Grants
- Membership
- Events
- Solicitations
 - Annual Appeal
 - Communications & Advertising
 - Donor Cultivation
 - Board Giving
- Capital Campaign
- Internal
 - Reorganization or Planning
 - Board Development (Including committee structure and recruitment)
- Other
 - Public Programming
 - Volunteers
 - Staff Investment
 - Financing

Note that while these categories were used for interview questions 1-3, not all categories were used for each question.

Coding for Activity Stage

In addition to coding by activity, interview data was also coded for the stage at which the activity was implemented. There were three stages, also developed through emergent coding, and associated with activity stage. An activity that was described as one that was either currently practiced or had been done in the past was coded Implemented. An activity that was described as a hypothetical or possible activity—something that had been discussed or that the interviewee wanted the organization to do—was coded Hypothetical. An activity that was described in the negative, such as one

that had failed or one that the interviewee described as “not” being done, was coded Non-Implemented. In summary, coding for stage of implementation included the following distinctions:

- Implemented: A current or previous activity.
- Hypothetical: A possibly or future activity that has not been implemented.
- Non-Implemented: An activity not done or that has failed.

Coding Examples:

1. We needed some new shelving so our **annual fund drive** this last year was focused on raising funds to get some new shelving.
 - Answering Question 1, this was coded as “Annual Appeal” (Implemented).
2. **One of the things we want to do this coming year is start a strategic planning exercise**, [for that] we’re going to need to hire a facilitator and that will cost money. We may be going to some of our donors to see if they’d be willing to help us fund that.
 - Answering Question 1, this was coded as “Planning” (Hypothetical).
3. And **we ask them to renew their memberships**, and if they want to give an extra gift, they can.
 - Answering Question 1, this was coded as “Membership” (Implemented).*
4. No, we really **try to maintain those relationships with people, and our membership is small enough**.
 - Answering Question 1, this was coded as “Membership” (Implemented).*

*These quotes come from the same interview and were counted individually, though they both discuss membership. They were counted individually because they describe separate pieces of the membership process.

Below is a snapshot of the coded transcripts. Note that the edited, coded versions of the transcripts can be found in Appendix B.

Interview 1: Organization A, President

Can you describe your current development efforts and goals?

It's been such a slow process, particularly in the past year with the move. We've kind of had to put development over to one side. But, overall, our development process is a bit scattered and not very solidly organized. I think part of that stems from the fact that we took a shot at strategic planning a little over a year ago, and got part of it done but not the whole thing. Then [omitted] came along and stopped everything. But, everyone on the Board is aware of the need to do fundraising. They don't want to do it. Most don't want to do it, to go ask someone for money. Beyond that we need an annual event of some kind as a development item, tool, and we've not had the time or wherewithal to put that together. Development at this point consists of our annual appeal letter, which for a few years brought in some decent money, going to some key friends or sponsors to get some annual contributions, and working on developing advertising or sponsorship of [publication].

Comment [S1]: Current, Board Dev. (N)

Comment [S2]: Current, Annual Appeal (I)

Comment [S3]: Current, Community (I)

Comment [S4]: Current, Community (I)

All of those probably the one that could be accomplished the soonest is [advertising and sponsorships]. We've never had advertising in it, ever. It was always black and white, very dull—academically nice but very dull. And so we went to a full color version, enhanced it a lot, made it look like today's magazine, and then started to see what we could do with advertising on a regular basis. And we've succeeded with one full page ad. The first issue is this current issue. I think that same sponsor will have all of the next four issues—it's quarterly, so I think they'll be in all of those issues. We also have one "Angel Friend" who is getting a half page ad as a supporter of the organization, and we want to continue to do that for other organizations that support us, a sponsorship. That has probably the biggest potential. It doesn't take a huge amount of organization like a big event to put together, the publication is a good one, the circulation is not monstrous but it is our membership and others, and its well know. The publication has been around for almost fifty years. It's a high quality project.

So, going back to your overall question, our development process is hardly there, as far as a systematic, this is what we're doing on a daily basis, everyone is thinking about it, and actually do it. We'll snatch a little when we can, we'll raffle off something, fundraising, but as a full time development project, we're not there.

Comment [S5]: Current, Community (I)

What do you need to get there?

To continue the strategic planning process so that everyone's on the same sheet. Everyone's feels that they've had input in this goal, everyone realizes that for our long term sustainability we have to do this. It's a question of fine tuning the Board to get people on the Board who really think that, who will be able to do some things. We've had a Board of people who love old stuff, but in any way, want nothing to do with asking anyone for money. They're very dedicated to the old stuff, but that's it. It's really not in their personality. They have no contacts, the ones who need to do development. So, the Board needs to be transitioned, and have more people who are directly related to the industry or working in the industry

Comment [S6]: Current, Planning (I)

Comment [S7]: Current, Board Dev. (N)

FINDINGS

Transcripts

Transcribed interviews include labels with coding. Readers may review the selection of coding, including which pieces were coded, how they were coded, and the activity stages they were assigned. Each piece is labeled with: the question it answers, the category into which it has been coded, and activity stage. The information is included as comment fields.

Preliminary Charts

An initial analysis was done with the interviews in which data was coded for both activity type and activity stage on a single chart. These charts are included in Appendix A. These charts were an intermediary step to organize the data, and leading to the frequency charts. When reviewing these charts, use the following key:

Green: Implemented

Yellow: Hypothetical

Red: Non-Implemented

Frequency Tables for Activity Stage

The majority of the results and subsequent analysis focus on the activity stage coding. Select areas of this section include results of the activity coding, which are included to complement the findings from activity stage coding.

Question 1: Can you describe the current development efforts of your organization?

Table iii: Activity Stage Frequency, Describing Current Development Efforts

Interviewee	Implemented	Hypothetical	Non-Implemented	Implemented: Non-Implemented
A_Pres	5	0	4	1.25
A_VP	10	8	2	5
A_NM	5	3	1	5
A_CEO	7	2	7	1
Total	27	13	14	1.93
B_Pres	9	4	1	9
B_Past Pres	5	2	1	5
B_NM	6	2	0	N/A
B_CEO	23	0	0	N/A
Total	43	8	2	21.5
C_VP	20	4	4	5
C_NM	7	0	3	2.33
C_CEO	17	0	1	17
Total	44	4	8	5.5

The purpose of this table is to show how interviewees described their organization's development. It shows whether he/she is aware of and able to discuss the organization's current efforts and goals. The format is intended to emphasize the differences and similarities within each organization.

For Organization A, activities coded as Implemented ranged from 5 to 10 with a total of 27.

Hypothetical activities ranged from 0 to 8 with a total of 13, while Non-Implemented activities ranged from 1 to 7 with a total of 14. The Implemented: Non-Implemented ratio ranged from 1 to 5, with the ratio of total Implemented to total Non-Implemented being 1.93.

For Organization B, Implemented activities ranged from 5 to 23 with a total of 43; Hypothetical activities ranged from 0 to 4 with a total of 8; Non-Implemented activities ranged from 0 to 1 with a total of 2. The Implemented: Non-Implemented ratios range from 5 to 9, though were not applicable due to zero Non-Implemented activities. The ratio of the total Implemented activities to total Non-Implemented activities is 21.50

For Organization C, Implemented activities ranged from 7 to 20 with a total of 44; Hypothetical activities ranged from 0 to 4 with a total of 4; and Non-Implemented activities ranged from 1 to 4 with a total of 8. It is important to note that this organization had three interviewees rather than four, so frequency totals are skewed. The Implemented: Non-Implemented ratios ranged from 2.38 to 17, with the ratio of total Implemented to total Non-Implemented being 5.5.

Table iv: Activity Stage Frequency per Activity, Describing Current Development Efforts

Activity	Implemented	Hypothetical	Non-Implemented	Implemented: Non-Implemented
Grants	13	0	0	N/A
Membership	8	1	1	8
Events	4	1	0	N/A
Solicitation	46	10	8	5.75
Capital	3	3	1	3
Internal	25	6	11	2.27
Other	15	4	3	5
TOTAL	114	25	24	4.75

The purpose of this table is to complement the previous one, showing the distribution of Implemented, Hypothetical, and Non-Implemented activities per activity type rather than per interviewee.

This chart reveals the distribution per activity rather than by interviewee position or organization. In speaking of grants, 13 interviewees gave an Implemented response with 0 Hypothetical or Non-Implemented activities, with a total of 13 activities. Due to the zero responses for Hypothetical and Non-Implemented, ratios for this activity are undefined.

For memberships, there were 8 Implemented, 1 Hypothetical, and 1 Non-Implemented response for a total of 10. The Implemented: Hypothetical ratio and the Implemented: Non-Implemented ratio is 8. Events had 5 responses, 4 of which were Implemented and 1 Hypothetical.

The ratios for Events for Implemented: Hypothetical activities is 4, while for Implemented: Non-Implemented it is undefined.

The Solicitation category had 64 responses, 46 of which were Implemented, 10 Hypothetical, and 8 Non-Implemented. For Solicitation, the ratio of Implemented: Hypothetical activities is 4.6, and for Implemented: Non-Implemented activities it is 5.75.

For Capital, there were 3 Implemented activities, 3 Hypothetical activities, and 1 Non-Implemented activity for a total of 7 activities. Capital activities have a ratio of 1 for Implemented: Hypothetical activities and 3 for Implemented: Non-Implemented activities.

For Internal, there were 25 Implemented activities, 6 Hypothetical activities, and 11 Non-Implemented activities for a total of 42. This category has a 4.17 Implemented: Hypothetical ratio and an Implemented: Non-Implemented ratio of 2.27.

Finally, for the Other category, there were 15 Implemented activities, 4 Hypothetical activities, and 3 Non-Implemented activities. This category has an Implemented: Hypothetical ratio of 3.75 and a Implemented: Non-Implemented ratio of 5.

Total, there were 114 Implemented activities, 25 Hypothetical, and 24 Non-Implemented. There was a 4.56 ratio of total Implemented to total Hypothetical activities and a 4.75 ratio of total Implemented to total Non-Implemented activities.

Question 2: Can you describe the internal development process for these activities?

Table v: Activity Stage Frequency, Distinguishing CEO and Board

Interviewee	CEO			Board			Implement ed CEO / Board
	Implement ed	Hypotheti cal	Non-Implement ed	Implement ed	Hypotheti cal	Non-Implement ed	
A_Pres	2	0	0	0	0	1	N/A
A_VP	1	0	0	0	3	0	N/A
A_NM	0	0	1	0	0	0	N/A
A_CEO	4	0	0	3	0	1	1.33
Total	7	0	1	3	3	2	
B_Pres	3	0	0	1	0	0	3
B_Past Pres	8	0	0	1	0	0	8
B_NM	0	0	0	1	0	0	0
B_CEO	6	0	0	2	1	0	3
Total	17	0	0	5	1	0	
C_VP	3	0	0	2	0	1	1.5
C_NM	4	0	0	3	0	0	1.33
C_CEO	3	0	0	2	1	3	1.5
Total	10	0	0	7	1	4	

The purpose of this table is to show how the frequency of Implemented, Hypothetical, and Non-Implemented activities were distributed to the Board versus to the CEO. Similar to the first table, it is formatted to emphasis the similarities and differences with each organization.

Examining the distributions more in-depth per organization, the description of Organization A by Board members and CEOs of that organization included 7 Implemented activities of the CEO, 0 Hypothetical, and 1 Non-Implemented. The descriptions of Board activities included three Implemented, 3 Hypothetical, and 2 Non-Implemented.

For Organization B, the descriptions of CEO activities included 17 Implemented, 0 Hypothetical, and 0 Non-Implemented. The descriptions of Board activities included 5 Implemented, 1 Hypothetical, and 0 Non-Implemented.

For Organization C, descriptions of CEO activities included 10 Implemented, 0 Hypothetical, and 0 Non-Implemented. Descriptions of Board activities included 7 Implemented, 1 Hypothetical, and 4

Non-Implemented. Comparisons and ratios of these findings are developed more in depth in the charts below.

Question 3: Can you describe your individual role in these efforts?

Table vi: Activity Stage Frequency, Distinguishing Individual

Interviewee	Implemented	Hypothetical	Non-Implemented	Total
A_Pres	3	0	0	3
A_VP	0	2	0	2
A_NM	3	0	0	3
A_CEO	6	0	0	6
Total	12	2	0	14
B_Pres	1	1	0	2
B_VP (Past President)	2	0	1	3
B_NM	3	0	0	3
B_CEO	3	0	0	3
Total	9	1	1	11
C_VP	14	0	0	14
C_NM	2	0	0	2
C_CEO	2	0	0	2
Total	18	0	0	18

The purpose of this table is to show the frequency of Implemented, Hypothetical, and Non-Implemented activities that interviewees attributed to themselves.

For Organization A, the president described 3 Implemented activities, 0 Hypothetical, and 0 Non-Implemented. The Vice President described 2 Hypothetical activities, with 0 Non-Implemented or Implemented activities. The New Member interviewee described 3 Implemented activities, 0 Hypothetical and 0 Non-Implemented. The CEO described 6 Implemented activities, 0 Hypothetical and 0 Non-Implemented.

For Organization B, the president described 1 Implemented activity and 1 Hypothetical activity. The Vice President described 2 Implemented activities, 0 Hypothetical, and 1 Non-Implemented. The New Member described 3 Implemented activities, 0 Hypothetical and 0 Implemented. The CEO also described 3 Implemented activities, 0 Hypothetical, and 0 Non-Implemented.

For Organization C, the Vice President described 14 Implemented activities with 0 Hypothetical and 0 Non-Implemented. The New Member described 2 Implemented activities, 0 Hypothetical and 0 Non-Implemented. The CEO also described two Implemented activities with 0 Hypothetical and 0 Non-Implemented.

Table vii: Activity Stage Frequency and Activity Range, Distinguishing Individual

Interviewee	Implemented	# of categories (Implemented only)
A_Pres	3	3
A_VP	0	0
A_NM	3	2
A_CEO	6	4
Total	12	9
B_Pres	1	1
B_VP (Past President)	2	2
B_NM	3	3
B_CEO	3	2
Total	9	8
C_VP	14	7
C_NM	2	2
C_CEO	2	2
Total	18	11

The purpose of this table is to show the relationship between the frequency and range of Implemented activities for the individual interviewees.

For Organization A, the President described 3 Implemented activities in 3 categories. The Vice President described 0 Implemented activities. The New Member described 3 Implemented activities in 2 categories. The CEO described 6 Implemented activities in 4 categories.

For Organization B, the President described 1 Implemented activity and thus, 1 Implemented category. The Vice President described 2 Implemented activities in 2 categories. The New Member described 3 Implemented activities in 3 categories. The CEO also described 3 Implemented activities in 3 categories.

For Organization C, the Vice President described 14 Implemented activities in 7 categories. The New Member described 2 Implemented activities in 2 categories. Similarly, CEO described two Implemented activities in 2 categories.

ANALYSIS

In this section, the findings above are arranged to show the Implemented, Hypothetical, and Non-Implemented frequencies per organization and per position. The *per organization* tables helps to contextualize the organizations while the *per position* tables illuminate similarities and differences of Board members and CEOs.

Question 1: Can you describe the current development efforts of your organization?

Table viii: Activity Stage Averages per Organization, Describing Current Development Efforts

	Average Implemented	Average Hypothetical	Average Non-Implemented	Average Implemented/ Average Non-Implemented
Organization A	6.75	3.25	3.5	1.93
Organization B	10.75	2	0.5	21.5
Organization C	14.67	1.33	2.67	5.5

Corresponding with the previous chart, this chart shows the average Implemented, Hypothetical, and Non-Implemented activities per organization. Interviewees of Organization A gave an average of 6.75 Implemented activities, 3.25 Hypothetical activities, and 3.5 Non-Implemented activities. The ratio of average Implemented to average Non-Implemented activities is 1.93.

Interviewees of Organization B gave an average of 10.75 Implemented activities, 2 Hypothetical activities, and 0.5 Non-Implemented activities. The ratio of average Implemented to average Non-Implemented activities for Organization B is 21.5.

Finally, interviewees of Organization C gave an average of 14.67 Implemented activities, 1.33 Hypothetical activities, and 2.67 Non-Implemented activities. Organization C had an average Implemented to average Non-Implemented ratio of 5.5.

Table ix: Activity Stage Averages per Position, Describing Current Development Efforts

	Average Implemented	Average Hypothetical	Average Non-Implemented	Average Implemented/ Average Non-Implemented
President	7	2	2.5	2.8
Vice President	11.67	4.67	2.33	5
New Member	6	1.67	1.33	4.5
CEO	15.67	0.67	2.67	5.88

This chart compares average Implemented, Hypothetical, and Non-Implemented activities to the interviewee’s position with the organization. Note that each position is represented by 3 interviewees, with the exception of Presidents, which is represented only by 2 interviewees.

Interviewees of the President position gave on average 7 Implemented activities, 2 Hypothetical activities, and 2.5 Non-Implemented activities. On average, Presidents had a 2.8 ratio of Implemented activities to Non-Implemented activities.

Interviewees of the Vice President position on average gave 11.67 Implemented activities, 4.67 Hypothetical activities, and 2.3 Non-Implemented activities. Vice Presidents averaged a 5.0 ratio of Implemented to Non-Implemented activities.

New Member interviewees on average gave 6 Implemented activities, 1.67 Hypothetical activities, and 1.33 Non-Implemented activities. New Members averaged a 4.5 ratio of Implemented to Non-Implemented activities.

Finally, CEOs, on average, gave 15.67 Implemented activities, 0.67 Hypothetical activities, and 2.67 Non-Implemented activities, with an average 5.88 Implemented to Non-Implemented response ratio.

Question 2: Can you describe the internal development process for these activities?

Table x: Activity Stage Averages per Organization, Distinguishing CEO and Board

	Implemented CEO	Implemented Board	Implemented CEO/Implemented Board
Organization A	1.75	0.75	2.33
Organization B	4.25	1.25	3.4
Organization C	3.33	2.33	1.43

Comparing findings per organization, the average number of Implemented activities ascribed to the CEO of Organization A by interviewees of that organization was 1.75. The average number of Implemented activities ascribed to the Board was 0.75. The ratio of Implemented activities of the CEO to Implemented activities of the Board for this organization is 2.33.

For Organization B, descriptions of CEO activities included an average of 4.25 Implemented activities, and descriptions of Board activities included 1.25 Implemented activities. The ratio of Implemented activities of the CEO to Implemented activities of the Board for this organization is 3.4.

For Organization C, descriptions of CEO activities included an average of 3.33 Implemented activities, while descriptions of Board activities included an average of 2.33 Implemented activities. The ratio of CEO Implemented activities to Board Implemented activities for this organization is 1.43.

Table xi: Activity stage Averages per Position, Distinguishing CEO and Board

	Implemented CEO	Implemented Board	Implemented CEO/Implemented Board
Presidents	2.5	0.5	5
Vice Presidents	4	1	4
New Members	1.33	1.33	1
CEOs	4.33	2.33	1.86

While the previous chart distinguished findings per organization, this distinguishes per position of the interviewee. Interviewees of the position of Board president on average included 2.5 Implemented activities attributed to the CEO, and an average of 0.5 Implemented activities attributed to the Board. The ratio of attributed Implemented activities of the CEO to those of the Board is 5.00.

Vice Presidents attributed an average of 4 Implemented activities to the CEO and 1 Implemented activity to the Board. The ratio of attributed Implemented activities of the CEO to those of the Board is 4.00.

New members attributed an average 1.33 Implemented activities to the CEO and 1.33 Implemented activities to the Board, for a ratio of 1.

Finally, CEOs attributed an average of 4.33 Implemented activities to the CEO and an average of 2.33 Implemented activities to the Board. The ratio of attributed Implemented activities to the CEO versus those to the Board is 1.86.

Question 3: Can you describe your individual role in these efforts?

Table xii: Implemented Averages per Organization, Distinguishing Individual

	Average Implemented	Average # of Categories
Organization A	2.75	2.25
Organization B	2.25	2
Organization C	6	3.67

Averaging these findings per organization, interviewees of Organization A attributed to themselves an average of 2.75 Implemented activities with an average range of 2.25 categories. Interviewees of Organization B attributed to themselves an average of 2.25 Implemented activities with an average range of 2 categories. Interviewees of Organization C attributed to themselves an average of 6 Implemented activities with an average range of 3.67 categories.

Table xiii: Implemented Averages per Position, Distinguishing Individual

	Average Implemented	Average # of Categories
Presidents	2	2
Vice Presidents	5.33	3
New Members	2.67	2.33
CEOs	3.67	2.67

Averaging these findings per interviewee position, Presidents on average described 2 Implemented activities within their role that on average include 2 categories. Vice Presidents on average described their role with 5.33 Implemented activities and an average of 3 categories. New members on average described their role with 2.67 Implemented activities within 2.33 categories. Finally, CEOs described their work with an average of 3.67 Implemented activities and an average of 2.67 categories.

RESULTS & DISCUSSION

This section includes discussion based on the findings and analysis. It includes a discussion of the results for Questions 1, 2 and 3. Next, it focuses on findings per organization. Here, there is some mention of the raw data (the transcripts), in order to more fully illuminate the findings.

Interview Questions

Question 1: Can you describe the current development efforts of your organization?

In response to this question, data in Table iii shows that in two organizations the CEOs and Board members were relatively similar in the frequency of Implemented activities described. For Organizations A and C, the CEO's frequency of Implemented activities was within the range of the three Board members' responses. However, there more significant variation in the ratio of Implemented: Non-Implemented activities. In Organization A, the CEO had the lowest ratio, while the CEO had the highest ratio in the other two organizations. Table ix shows that CEOs had both the highest average of Implemented activities, the highest average of Non-Implemented activities, and the highest Implemented: Non-Implemented ratio. This suggests that CEOs are able or willing to articulate in more detail both successful and unsuccessful development efforts of their organization. With this, Table ix also indicates that CEOs had the lowest average Hypothetical activities. Combined with the information above, this suggests that CEOs for these organizations are more focused on implemented (whether maintaining current efforts or evaluating past efforts) development efforts, while Board members have a greater tendency to discuss development as a hypothetical or future practice.

New members had the fewest responses for all Implemented, Hypothetical and Non-Implemented activities, suggesting that they are least familiar with their organization's development work and/or least comfortable discussing it. The ratio of Implemented: Non-Implemented activities was somewhat similar for CEOs, new members and vice presidents, but lower for presidents.

Table iv describes the correlation between activity type and activity stage in response to this question. This data shows that while some activities such as solicitation and internal development efforts are frequently discussed as Implemented, their Implemented: Non-Implemented ratio is not as high as activities such as Grants and Membership. Interestingly, this suggests that some of the most-discussed activities are not the most successful for these organizations.

While data for activity coding in response to this question is included in Table iv, activity coding data is not a focus for this study. It is included here as an interestingly complement to the primary data of activity stage coding, and may be useful in guiding future research.

Question 2: Can you describe the internal development process for these activities?

Results in Table v distinguish the activity discussed by whether it is done by the Board or the CEO. Overall, CEOs were attributed a significantly higher number of Implemented activities than were Board members. This is true for both CEOs and Board members—both groups attributed more Implemented activities to the CEO. With this, no Hypothetical activities were attributed to the CEO, while at least one Hypothetical was attributed to each Board. These Hypothetical descriptions attributed to Board activity came twice from CEOs and once from Board members. Overall, both Board members and CEOs tended to associate Implemented activities more heavily with the CEO, and were more likely to associate the Board with a blend of Implemented, Hypothetical, and Non-Implemented activities. In other words, within these organizations, the CEO is perhaps seen as more active or in control of development activities—as well as being responsible for their success. This may reflect the CEO's ability and leadership, as well as a level of trust associated with the position.

Looking at the average results per position in Table xi, there is a noteworthy complement to the association of Implemented activities to the CEO discussed above. Here, findings show that CEOs for these organizations attributed more Implemented activities to the Board than did Board members

themselves. This may reflect a greater ability or willingness on the part of the CEO to describe its organization's development efforts, but it also may suggest that Board members are aware of the impact or role the Board as a whole has in development.

Also noticeable in these results is that the New Members gave very few responses in comparison with interviewees of other positions. This suggests that there is a learning curve for new Board members in understanding the practice and implementation of development efforts. Findings for the President and Vice President positions in Table xi show that with experience in the organization, Board members tend to attribute more Implemented activities to the CEO, though not to the Board. This may indicate that Board members have less confidence in the Board's ability to fundraise than they do the CEO.

Question 3: Can you describe your individual role in these efforts?

Table vi indicates that both Board members and CEOs are more likely to discuss Implemented activities than Hypothetical or Non-Implemented when describing their individual roles in development. With this, there was only one Non-Implemented in all of these responses, and generally the Hypothetical activities are significantly lower than the Implemented. This suggests that individuals across positions view themselves as active participants in their organization's development efforts.

Table xi shows no significant variation between the self-assessment of Board members and CEOs. There appears to be little correlation between position and the number of Implemented categories or Implemented activities described.

As similarly noted in the discussion of Table iv, Table vii is not highly relevant to this study and is not discussed in depth here. However, the findings were a possible point of interest for future research and can serve as a complement to Table vi.

Organizations

Organization A

Findings in Table viii for Organization A indicate that its interviewees gave the fewest Implemented activities when describing current development efforts at their organization. However, they gave the highest number of both Hypothetical and Non-Implemented activities. Interestingly, Table v shows that the CEO is the only interviewee for this organization that attributed Implemented activities to the Board, while the Board member interviewees attributed 3 Hypothetical activities and 1 Non-Implemented activity to the Board. Tables vi and viii show that this organization had the lowest Implemented: Non-Implemented ratio for current activities and the lowest average of Implemented CEO activities.

The raw data transcripts for this organization show that in two separate interviewees commented that it was difficult to fundraise for the organization because it did not have a strong relevance to the community—it was obsolete. The need for relevance was a common thread among these interviews. With this, however, interviewees for this organization frequently described activities of planning and re-organizing, which suggests that they are aware of the issue and working to address it.

Organization B

Table viii shows that Organization B had the highest Implemented: Non-Implemented ratio in describing current development activities. It did not have the highest average of Implemented activities, though it did have the lowest average of Non-Implemented activities, with two interviewees giving no Non-Implemented activities. Findings in Table x indicate that this organization also attributed on average the most Implemented activities to the CEO. This speaks again to an association of Implemented activities with CEO.

Returning to Table iii, the Board member responses for Implemented activities are relatively similar to the Board member responses of Organization A. Most different between Organization A and B is the CEO, who had the highest number of Implemented activities of all interviewees and no Hypothetical or Non-Implemented activities. As this is only reflective of one individual it is difficult to determine its significance. However, it is important note that in this organization there is a significant difference in how Board members and CEOs assess their organization's development.

Interestingly, the CEO acknowledged that the Board was not highly active with fundraising, but this was not addressed as highly problematic. While there was mention of the need to define the organization's relevance, interviewees did not link this to a question of organizational worth but as work that is being done. Board members and the CEO were quick to complement one another, and valued each other's contributions.

Organization C

Table viii shows that this organization had the highest *average* of Implemented activities, though Table iii shows that it did not the highest number of Implemented activities. With this, Table viii also shows that it has a higher average of Non-Implemented activities than Organization B, which may indicate that the organization is more self-aware as to what development activities are or are not successful for its audiences. What also speaks to this point is that Organization C has the lowest number of Hypothetical activities.

CONCLUSION

The purpose of this study was *to articulate the similarities and differences in how CEOs and Board members assess their organization's development*. Based on the results of these three organizations, both similarities and differences do exist. Board members and CEOs are similar in how they describe the internal process for Implemented activities, in that they associate Implemented development efforts with the CEO's role. They are also similar in how they describe their individual participation level in development. Finally, they are similar in that they are more likely to discuss Implemented than Non-Implemented activities. Board members and CEOs are different in how they describe the Board's participation in the development process, as the CEO tends to attribute more participation to the Board than Board members. Furthermore, CEOs are more likely to discuss Non-Implemented activities than Board members, while Board members are more likely to discuss Hypothetical activities than CEOs.

In the interviews, CEOs tended to be more detailed in their responses about organizational activities. As a group, they discussed both the most Implemented activities and the most Non-Implemented activities, with the fewest number of Hypothetical activities. Furthermore, there was an overall association of the CEO role with Implemented activities—more so than the Board: CEOs were more heavily associated with Implemented activities than the Board, and they were more heavily associated with Implemented activities than Non-Implemented and Hypothetical. In discussing Non-Implemented activities, CEOs were more likely to attribute them to the Board than to themselves.

These results suggest that CEOs carry more responsibility for implementing an organization's development efforts. Results also suggest that Board members have more confidence in the CEO's ability to implement development activities than the Board's ability to do so. Furthermore, the fact that the CEOs in this study were more able or willing to describe their organization's development activities in more detail, particularly including Non-Implemented activities, suggests a stronger understanding of

or awareness of their organization's capacity for development activities. They are more conscientious of what works and what does not work for their organization. With this, they are also more concerned with the outcomes of development activities and being able to evaluate their success.

Collectively, Board members of these organizations were able to more clearly and positively articulate the work of the CEO or their personal role rather than to discuss their respective Boards as a whole. Furthermore, Board members were more likely to describe Hypothetical activities than the CEO. This indicates that Board members associate the CEO with a more active role in development while they associate the Board either as having a more passive role in development or as being more concerned with planning rather than implementing the activities.

A final conclusion is in regards to new Board members. This group of interviewees had significantly fewer responses to each question than other Board member or the CEO. This suggests that new members had less of an understanding of their organization's practices and internal processes for development.

Recommendations

Stemming from these conclusions are the following recommendations:

- **CEO Leadership:** Findings suggest that Board members often defer to CEOs to set organizational goals for development and to lead the organization towards attaining those goals. While this leaves a great deal of responsibility to the CEO for successful development activities, it also signifies their level of influence over Board members. As CEOs tend to be more aware of what works and does not work for their organization, their level of influence can be a strong opportunity to guide the Board towards effective participation.
- **Board Confidence:** While Board members are able to articulate with some level of certainty the activities they personally conduct or their CEO conducts in regards to development, they have

difficulty articulating what the Board as a whole contributes to the process. Many recognize the Board as an overseeing body to the process that does not meet expectations in performance. This is an important issue for Board leaders and the CEO to address, particularly if the Board is expected to be an active participant in development activities.

- **Orientation and Board Education:** The final conclusion regarding new Board members suggests the importance of Board orientation and education. While this is also a topic for further research, noted below, results suggest a need for these efforts.

Variables

The primary variables are the position of the participant within the Organization and the perspective and roles that participant maintains in the development process. The research question is whether there is a relationship between these two variables.

Another variable to acknowledge is the general state or life cycle of the organization, as well as the Board-CEO relationship. While Board-CEO relationship is not a primary focus, it certainly could be a focus on its own and has been for other studies.

Limitations

There are several limitations in this study, primarily with sample size and subjectivity in data. The sample selection is both small and specific. While the implications of this study may be applicable to organizations of similar size and/or scope, further research could develop more guide more specific recommendations for other types of organizations.

In regards to the interviews, while these provide a rich data source, the semi-structured framework allowed for subjectivity. The data in these interviews reflects not only the interviewee's assessment of his/her organization's development but his/her personality and communication styles as

well. While coding and data analysis attempted to mitigate the subjectivity in this area, it should still be taken into account.

Further Research

- **Orientation and Education of Board Members:** This study suggested a significant gap between the assessments of new Board members and experienced Board members, whether in describing development efforts or their internal process. Although this topic was initially part of the interview, it was not coded or included in the study's findings and analysis because it was broader than originally anticipated.
- **President—CEO Dynamic:** While organizations of this size are not frequently the subject of this research topic, they offer a rich study. Often these organizations include Board members with far more years of service to the organization and even knowledge of the subject field than the CEO, and yet they rely on the CEO to advance the organization in a professional direction. In some cases, threatening feelings are mutual and even reinforce one another.
- **Programming and Community Relevance:** In some cases, interviewees suggested that the purpose of programming was less to raise money than to argue the organization's relevance to its community. Further research could be done to help synthesize the most effective modes of public programming for small organizations with a community-based historical focus, particularly defining the top priority of such programming (i.e. fundraising, publicity, establishing relevance).
- **Most Effective Use of CEO's Time:** While this study suggests that the CEO has a significant opportunity to set the tone of the organization's development efforts, more research could be done to determine whether the CEO can be most effective by working to set an example for the Board or by empowering Board members to conduct effective fundraising.

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Appendix A—Preliminary Charts

Question 1: Can you describe the current development efforts and goals at your organization?

Interviewee	Grants	Mmbshp	Events	Solicitations				Capital	Internal		Other			
	Grants	Membership	Events	Annual Appeal	External Relations	Donor Cultivation	Board Giving	Capital/ Facilities	Reorganizing & Planning	Board Development	Programming	Volunteers	Staff	Investment/Financir
A_Pres				annual ap	developing	going to s			continue	So the bo			We need	
A_VP	We've be	we conduct a	what we'	our annua	We need	And we'v			a transitio	That's and				
				we condu	We've sta	We would			we're now	I think wh				
					We would	What we'			One of th	We're in t				
									the [orgar					
									we're kind	Well, on p				
A_NM		They've not r			newslette	identifin			At this poi	one of the				
		The associati			have a ma				We're rea					
					h, we're tr									
A_Director	I write gra	I forgot to inc		Then we l	we don't	We're try	some of o	we don't	There's a	There's a	[gives exa			This organ
				standard a		Board me				Most of th				
						We need								
						I've gotte								
B_Pres		membership	We've ha		Like, we r	donations		Ultimate	the muse	to have sc				
					We have	We do ha			Members	There is a				
					The chair	we were a				You know				
B_Past Pres	Our most		Last year		[Director]	But we di	myself an	And so ou		Ideally, yo	So [the pr			
B_NM								to try find	Right now	... I think v	So when v			
									The [boar	I'm on a S	The short			
											[describes			
B_Director	grants	membership		annual fu	going to c	getting in			Developm	We have a	Those are	We have a		
	special pro	we really try		an annual	personal i	When the			setting th					
	sustained	garnering me			When the	[solicitio			it put som					
		we ask them			focused a									
					fulfilling c									
C_VP	4 culture,		We had a		You want	We talked	some give		we come	it has mor	The other	I always sa	I always sa	
	So what th		initially th		. So anyw	its donati	I give money			So that wa		some volu		
	I talked to				[talking at	We had a	some give			we have s		some volu		
					I've done					Because t				
					we come									
					other idea									
					the Mont									
C_NM	[Director]					We as a bl	Because I	We are bu	There's re	we need t				our role in
	The bulk c					There are			We do ha					
C_Director	with help	buy a membe			festival an	individual	it and the	long term	develope		fundraisin		we've gro	earnings f
	include pu				festival an	it and the	our devel				we are rev			small amc
										exchange				We are st

Question 2: Can you describe the internal development process at your organization?

	Grants	Mmbshp	Events	Solicitations				Capital	Internal		Other				
	Grants	Membership	Events	Annual Appeal	External Relations	Donor Cultivation	Board Giving	Capital / Facilities	Reorganizing & Planning	Board Development	Programming	Volunteers	Staff	Investment/Financing	
CEO	It's largely			I've written	the knowl	[The direc			[Director]						
	I write gra			One of the	[Director]	the comm			[Ddirector]						
	grants wr				our board	I'm not af			We gave t						
	So what th				going to c	We had a			I have dor						
	[Director]				lobbying t	There are			We kind o						
	The bulk c								[Director]						
	write nea								In our org						
									Director] I						
									Well [Dire						
									proposed						
								I encourag							
								Obviously							
								it has mor							
								You know							
								research t							
								I would lo							
Board	I talked to		The board		the board	In fact, [fo			I think in a	I've writte					
			support o		our board	We had a			Right now	it's really					
			We're in t		one of the	I think wh			the comm	The role o					
					lobbying t	grow men			our role in	The board					
						everyone			research t	We've be					
						Board me			We've be	research t					
					Not a lot,										
					We've had										

Question 3: Can you describe your personal role in your organization's development process?

Interviewee	Grants	Mmbshp	EVENTS	Solicitations				Capital	Internal		Other			
	Grants	Membership	Events	Annual Appeal	External Relations	Donor Cultivation	Board Giving	Capital & Facilities	Reorganizing & Planning	Board Development	Programming	Volunteers	Staff	Investment/Financing
A_Pres					spearhead	Pushing, r				to get the				
A_VP										Well, on p				
A_NM					Being the	Yes, [my E								
A_Director	I write gra				My role is	I am kind	I always g			We gave t				
B_Pres					liaison	I've gotte								
B_Past Pres					One thing					to have sc				
B_NM			My role ha				I'm not a g	I've given				[describes		
B_Director					going to c					Sometime				
C_VP	I talked to		I said, this		these [shd	bought a	What I did			I'm going	I work it s			
					When I wa	I talked to	I'm going							
					I've done	listened t	I said, this							
							I give mor							
C_NM			I really w		I bring a c									
C_Director	I write ne													I also have

Appendix B—Transcribed Interviews with Coding Notes

Interview 1: Organization A, President

Can you describe your current development efforts and goals?

It's been such a slow process, particularly in the past year with the move. We've kind of had to put development over to one side. But, overall, our development process is a bit scattered and not very solidly organized. I think part of that stems from the fact that we took a shot at strategic planning a little over a year ago, and got part of it done but not the whole thing. Then [omitted] came along and stopped everything. But, everyone on the Board is aware of the need to do fundraising. They don't want to do it. Most don't want to do it, to go ask someone for money. Beyond that we need an annual event of some kind as a development item, tool, and we've not had the time or wherewithal to put that together. Development at this point consists of our annual appeal letter, which for a few years brought in some decent money, going to some key friends or sponsors to get some annual contributions, and working on developing advertising or sponsorship of [publication].

Comment [S1]: Current, Board Dev. (N)

Comment [S2]: Current, Annual Appeal (I)

Comment [S3]: Current, Community (I)

Comment [S4]: Current, Community (I)

All of those probably the one that could be accomplished the soonest is [advertising and sponsorships]. We've never had advertising in it, ever. It was always black and white, very dull—academically nice but very dull. And so we went to a full color version, enhanced it a lot, made it look like today's magazine, and then started to see what we could do with advertising on a regular basis. And we've succeeded with one full page ad. The first issue is this current issue. I think that same sponsor will have all of the next four issues—it's quarterly, so I think they'll be in all of those issues. We also have one "Angel Friend" who is getting a half page ad as a supporter of the organization, and we want to continue to do that for other organizations that support us, a sponsorship. That has probably the biggest potential. It doesn't take a huge amount of organization like a big event to put together, the publication is a good one, the circulation is not monstrous but it is our membership and others, and its well know. The publication has been around for almost fifty years. It's a high quality project.

So, going back to your overall question, our development process is hardly there, as far as a systematic, this is what we're doing on a daily basis, everyone is thinking about it, and actually do it. We'll snatch a little when we can, we'll raffle off something, fundraising, but as a full time development project, we're not there.

Comment [S5]: Current, Community (I)

What do you need to get there?

To continue the strategic planning process so that everyone's on the same sheet. Everyone's feels that they've had input in this goal, everyone realizes that for our long term sustainability we have to do this. It's a question of fine tuning the Board to get people on the Board who really think that, who will be able to do some things. We've had a Board of people who love old stuff, but in any way, want nothing to do with asking anyone for money. They're very dedicated to the old stuff, but that's it. It's really not in their personality. They have no contacts, the ones who need to do development. So, the Board needs to be transitioned, and have more people who are directly related to the industry or working in the industry rather than retired from it. I mean, [Board member] is one such. His company's been a supporter, he was well aware of the organization in addition to being a supporter, and he's a doer- he has contacts. Another fellow has a ship building design company who's now on the Board; he's helping us do things.

Comment [S6]: Current, Planning (I)

Comment [S7]: Current, Board Dev. (N)

Another who is a retired admiral, and has a ship building company here. We need the Board to be full of those people. So when you sit down and say, "These are the things we gotta do" and then do it. We're a company that is designed to live a long time, and not necessarily turn out widgets, and stay in business. How do you do that? You have to find a way to keep this business going. And so, you need people who think that way.

By transition do you mean Board recruitment?

Yes, it is. Recruit people with the right mindset, the right contacts. Someone whose name will be recognized on letterhead, that kind of thing.

Can you talk more about individual and corporate donors or sponsors?

We stole some ideas from other organizations. There's an organization called [Organization]. They went through this whole process a number of years ago, and have had very nice publication that's quarterly. They've found that the way to sustain it is to have major vendors in the diving industry have an ad in there say, "This is what we do, and we're a proud sponsor of [Organization]." That's their fundraising for that publication. It makes it sustainable. One of our former Board members who helped us get this going was a former chairman of that organization, so we stole their idea. And, it's starting to work. Part of it is, we need people to go out and make contacts, to say, "We'd love you to be a sponsor and as such we'll give you a half page publication for a significant amount of money," and that'll work. The first thing we need to do is to make that publication stand on its own two feet, nationally. It costs us about \$40,000 a year, and that thus far has been totally outgoing. Running the organization itself, with a part-time director, requires another fifty, sixty, seventy thousand a year. So, our overall budget is probably around \$120,000. Where does that come from? Some from the annual appeal, some from membership, so far that's been it. Occasionally we'll have raffle tickets we can sell at a dinner meeting, but we just need another mechanism right off the bat and the [publication] is probably the easiest. And the satisfaction, making the publication self-sustaining, [that is a] nice feeling. If that happened, the membership money and the annual appeal money would be enough to keep us going. We still need another aspect of fundraising to make us a long term sustainable organization, something that let's other organizations in the maritime industry know what we're doing. Let's them be aware of us. So far, we've not done that and we need to do that. So that's another element in the process. Ultimately, it has to do with sustaining the organization.

Can you explain what you mean by "making a contact"?

Ideally they're at a certain level within the industry themselves. You know, a certain management level, that they can easily follow "Joe," whom they've sat at a number of luncheons with over the years, and say, "Hey, we need to go make a presentation, and here's this organization and I'm very involved in it." Sometimes that's all you need, that kind of contact. Our first ad in this publication came about because one of our new Board members, who's also on the Board of [organization], and one of his fellow Board members there owns this company whose ad it is. So, [he] led me to how to make the contact. I knew of the company and I knew we wanted them in, but I didn't have a contact. He led me to it. Contacts are very important. It's very much that way. For example, as we've logged on some of these sponsorships,

the key is we want to go to Joe's company, we say, "okay, who knows 'Joe'" so that we're able to contact "Joe" rather just some cold call to the receptionist. That's the element of contacts.

Can you describe the internal development process?

We're so small, there's not much there. [CEO] has done an absolutely marvelous job with this move and trying to keep all of the pieces together. [He/she is] one person, who's basically working full time and not quite getting paid for full time, and then [staff member] comes in twelve hours per week to handle membership and other type things. We need more staff. We need long term, if we do an annual event type thing, a staff member who strictly does that [and is] very much involved in that. And that's a little off on the horizon, an annual event of some kind, but it really is needed to keep the awareness of the organization up and to bring in significant funds for some of the new building.

Comment [S8]: Internal, Director (I)

Comment [S9]: Current, Staff (N)

Can you describe the Board's involvement in the process?

So far very little. The prior members did not want to get involved. When we said, "You need to do this," no one does it. No one wants to be a part of fundraising. Some of the more current Board members are active in the business world and they understand. I think long term, if you say we have twelve Board members, ideally, you'd have nine people active in the industry and then maybe three who just like the old stuff—and that's okay, because then you have enough to keep going with contacts and activities within the industry. I think we have to have [raise] up to that percentage. Also, if you do list your Board members on the left side of your letterhead, it's nine names that we people will know. That's a key element as well, because if then if they know a Board member, and they see the name...

Comment [S10]: QUOTE

Comment [S11]: Current, Board Dev. (N)

What is the current ratio on the Board?

About three active in industry to probably ten inactive, many really inactive. You love them because they love you, the old stuff, working in the library, all these things and that's all great, but beyond that, in order to sustain the organization, you need activity.

Can you describe your role?

Pushing, making contacts, working on those that have joined the Board to get them to join the Board, and using some of my contacts. One of the bigger gifts we received this year was through one of those. That helps. But we need a number of people like that, not just me. That's what I've done, I've kind of pushed and worked on this concept, of making contacts, and we've had a break with getting our first full page ad, and then once you do that you can show it to other people. And, then, that hopefully that works for that advertiser too, hopefully they get advertising out of it. [omitted] A number of those little pieces like that to try to keep it going, in addition to all of the [partnership] stuff, which in the last couple of years has been a major, major component. It worked out great.

Comment [S12]: Current, Donor Cultivation (N)
Personal, Donor Cultivation

Comment [S13]: Personal, Board Engagement

What do you mean by stuff?

[omitted]

Can you describe what you mean by “using your own contacts”?

People that I’ve known before who have the potential to give. The program foundation that I’m on has potential to give. Working that side, letting people know, “hey we need money and if you could help, we’d sure appreciate it.” Pretty much that. And, it’s brought us some decent money.

Is this done individually or by the Board as a whole?

Mine’s been individual.

Can you describe any formal or informal education or training you have received for development or fundraising while on the Board?

Not very much. If anything, [CEO] has been doing the most. With [his/her] experience and schooling and all, but down the road it will be a little more formal training. I’ve just sat in on one session that [another association offered], because again, you need to think about how to do it and then do it. They did a nice meeting with a lady and her significant other—they’ve got a little company and they basically go in and do a one day session with Boards and so on. They say, “It’s not a terrible thing to ask for money, and here’s how you do it, and here’s what you need. And here’s the way it should flow, and when you ask Mr. so-and-so for \$1000. You don’t immediately say, well, how about \$500? Let it sit for a while, after you’ve asked for \$1000 and let them come back to you.” A lot of people don’t do that. They’ll think, “Did I ask for too much money? How about \$500?” and if you don’t get a quick answer, “Well how about \$250?” and they school you not to do that. You know, let it sit a little more. Let the person you’re asking come back and say, “Well, I can’t do \$1000 but how about \$600. Alright, thank you very much.

Comment [S14]: Education, Donor Cultivation

So the training was about making personal asks?

Yeah, it was kind of how to do it. You know, when you go in to sit down with a personal donor, how to go through the process with them, what kind of answers to have, what kind of materials and so forth you should have so they understand what you are asking for. That sort of thing. So they did a pretty nice discussion, made all of us more aware of the basics of fundraising. Just the mere fact that you’ve sat down and been able to rally around the idea of doing this helps a little bit too. Like you’re all part of this team, now. Without that everybody’s not going to be together on it.

Do you mean that it is important to work with Board members of other organizations?

I think it’s always good to do that. People have had other experiences. For example, the fellow that’s on the Board of [other organization] was working with [CEO] and I on the annual appeal letter, and came back and said, “Well how about such and such” and “Through the years, I’ve heard this, this, this, and this.” That’s good because it’s another school of idea, and I think that’s always a good idea. So the more you can tap people with other experience in the nonprofit world is good.

Anything else you would like to add?

I think our organization is a little bit unique, I don't know exactly the other ones you're working with, but I think that through the years my whole business, when I was on Boards, most of my time was having to do with health and welfare issues. [I was] very active with United Way and things of that nature. And all of those organizations have a little more pull to the heart. You have young kids that are going to get in trouble, get arrested, if they don't go to Boys and Girls Clubs, so we need money for Boys and Girls Clubs. Heart string deals—people sell them at nonprofits every day, it makes a difference. We've found that at Hearing, Speech and Deafness, okay, people have hearing problems. How does that compare to the Battered Women's Shelter? They've got more heart-pull, than Hearing, Speech, and Deafness. In those cases, your ability to sell or ask for money is a little stronger because of that heart pull. [My organization], could the world live without it? Yeah, probably. Are people made well that are sick by it? No. Are kids being saved from being put in jail? No. Battered women finding shelter? No. So, an organization such as ours needs these other elements to sustain itself and bring money in, because you don't have that heart pull. That's been my approach anyway. To me the heart pull is important, and it does help organizations get part of that field because people will put money in a box for it, they will buy Girlscout cookies, things like that, because they know it's helping an individual do something. We're not helping an individual. If anything, if someone needs research, ehh, we're helping them. But we're not helping anybody get out of poverty, not helping them get well, not feeding them, we're not giving them any of those things. So without that heart pull, it's a tough route. And I think historical organizations all have that similar situation, museums probably have that similar situation in general. And so how do you get over that? How do you develop a heart pull that will make the museums the best sale? Programs and things for kids are probably your best bet, we've not done much of that. But, that's my experience. It's a tougher job in an organization such as ours, and you're competing for the dollars with everyone out there. It's a race with so many organizations to get the annual appeal out. What's too early? Is September too early to get an annual appeal?

Interview 2: Organization A, Vice President

Can you describe your organization's current efforts and goals?

We're going through kind of a transition period now. We've been successful in getting some grants. [omitted] And we've been successful in getting several grants, from 4Culture and some other organizations to help cover the costs for that. [omitted] And we've gotten some donations from some individuals, [names donor] and a couple of others, but we're now in the process of evaluating how to widen our fundraising efforts to include more of the maritime industry, to support what we're doing.

Comment [S15]: Current, Planning (I)

Comment [S16]: Current, Grants (I)

Comment [S17]: Current, Donor Cultivation (I)

Comment [S18]: Current, Planning (I)

What level of grants do you look for?

4Culture is a Seattle-based organization. I'm trying to remember the identity of some of the others grants. I think they've all been local.

You said you were trying to raise money to cover the cost of the move; is there anything in particular within that for which you are raising money?

The [omitted] grant paid for a lot of the packing and the moving, and things like that. We needed some new shelving so our annual fund drive this last year was focused on raising funds to get some new shelving. What we had wasn't suitable for the new location. A lot of our collection is [omitted], so we needed shelving especially for that.

Comment [S19]: Current, Annual Appeal (I)

Are there any other goals?

Well, not specifically. One of the things we want to do this coming year is start a strategic planning exercise, [for that] we're going to need to hire a facilitator and that will cost money. We may be going to some of our donors to see if they'd be willing to help us fund that.

Comment [S20]: Current, Planning (H)

I think [the organization] is at a kind of a crossroads. It started out...right after World War II with a bunch of [omitted] that lived in the Seattle area started the organization; it was kind of a guy's club. The last several years, we're trying to make it more professional [omitted]. The question is, 1) this coming year we need to focus on de-accessioning things we have that are not related to the Pacific Northwest, [gives example], things that have some value that we can get some return on. So, first of all, we need to go through the process of de-accessioning things that have nothing related to us. [omitted] The next question is how big of a collection of 3D things do we really want to keep? So we're going through that process.

Comment [S21]: Current, Planning (I)

We need to upgrade our website. It's one of the Board members has spent a lot of time on it but is a volunteer, and you know, he's got other obligations—taking care of that is not his top priority. We need to, in today's world, have a better website. We have a Facebook page. So, we're trying to [decide], do we have a virtual museum? Take images of our 3D collection and have an online, kind of virtual museum? All of which takes money.

Comment [S22]: Current, Community (H)

So those are just some of the ideas that are just percolating. [In] fundraising, I've learned, you're more successful if you have a specific project and you're looking for support, rather than "gee it be nice if you just gave me some money." So if the potential donor can see the project, can see the value of it, they're more likely to donate than if we just make a general plea for money. Part of the strategic planning process would be focused on those things we think we need to do in the next year or two, then we can go out to potential donors and try and sell it.

Comment [S23]: QUOTE

Can you describe the internal development process?

Yes and no, it's kind of disjointed in that we conduct an annual fund drive of our members, and to some degree that's reasonably successful. And then, when grant opportunities become available, [director's name] pursues those as well. But, what we've been talking about is having an annual dinner or type of event where there's a big annual fundraiser, companies buy tables, several artists ... would be willing to donate paintings to that sort of thing, and maybe some of the [collection] that we don't want to keep we can auction them off. So, we're looking at moving towards a big annual fundraiser event besides just our regular annual appeal, which, I don't know about you but I've got a stack of letters about like that [gestures] from all kinds of organizations saying, "Write us a check before the end of the year." Also our [publication], we've started selling ads to try and make it self-sustaining. One of our limitations is something like 90% of our membership dues go towards publishing [omitted], and we need to change that dynamic. So we've decide to start selling ads in the [the publication] of relevant sort of things—not anything. [omitted].

Comment [S24]: Current, Membership (I)

Comment [S25]: Current, Events (H)

Comment [S26]: Current, Community (I)

Can you talk more about the grant process and the roles involved?

It's largely [Director], keeping [his/her] antennae up and looking for opportunities. I think any of the Board members who know of something would then pass it on to her and it would be her role to pursue that.

Comment [S27]: Internal, Director (I)

In regards to the annual fundraiser, where is that in planning?

We're in the process; we're going to put together a committee to plan that for some time probably after Labor Day.

Comment [S28]: Current, Board Dev. (H)
Internal, Board (H)

A committee of Board members?

Of Board members, yes. Probably thinking of three or four people, and if somebody else wants to participate, fine. But, it would take at least three or four people. It takes a lot of work to do one of those.

Anything else?

We've been talking about some things, the current phrase is, "How do you monetize things." One of the issues we're debating is whether to start charging for research. We get hundreds of research requests per year, sometimes people come in sometimes people do it by email, telephone, and we're not looking at a by-the-hour kind of thing, but if you're a member you might get free research versus if you're not.

Comment [S29]: Internal, Board (H)

In the past some organizations I see, like if you go to a conference, the cost of the nonmember fee versus the member fee is exactly what it would cost to be a member in the organization, so. So we're not looking at a lot, maybe like \$25 or something like that, but, to try and find some way to bring in revenue. And, it's a cost to us to do that research.

Can you estimate the percentage of fundraising dollars from each source?

Well I think membership dollars is probably the largest one, and as I said, 90% of that goes towards the cost of [publication]. And next behind that would be, I think grants and our annual fund drive would be about the same amount, roughly. And then we'd had a few individual donations from individual donors. So in terms of grants and the annual fund drive and individual donations, it's more than membership. Not a lot more.

What is your role in all of these efforts?

Well, I'll be President in the next year, so my role would be to coordinate all this. A number of our Board members know a lot of people in the maritime industry, I don't particularly. So basically, my role would be to coordinate, make sure things happen, and I may go along on some of the meetings. What we're going to try to focus on when a Board member knows somebody personally, that obviously is a much better appeal than somebody they don't know.

Comment [S30]: Personal Role, Oversight (H)

Comment [S31]: Current, Donor Cultivation (H)

By personal relationships do you mean with organizations and businesses or with individual donors?

Both. We would like to hopefully get better support from the [industry]. Also, maybe find some partners. There is a number of other maritime groups out there. Each of the different maritime groups, history groups, have a little library, a little something, and one of the things we're looking at is have a consolidated catalog of resources. We wouldn't necessarily ask them to donate their stuff to us. If somebody is researching a ship or an event or something we could say, "Well this is what we have, this is what the group at Port Townsend has, this is what the group in Anacortes has," to try and partner with those organizations more and that sort of thing. That's not necessarily fundraising, but. [omitted].

Comment [S32]: Current, Community, (N)

Can you elaborate on what you mean by "coordinating" these efforts?

Sure. I think what it would look like is the committee would meet to look at, identify potential donors, identify who's going to meet with those donors, who knows who, and then making sure those meetings get scheduled. I mean it's, from that standpoint, it's fairly straightforward.

Do you have a development committee on your Board?

Well, on paper, but it hasn't functioned too well the last couple of years so that's one of the things I would try to revitalize.

Comment [S33]: Current, Board Dev. (N)
Personal, Board Dev. (H)

Would you be on that committee as President of the Board?

I probably wouldn't be a member of the committee. I probably would sit in on some of the planning meetings, and then check in with the chair, make sure things are going as planned.

When did you first join the Board?

Four years ago.

In your four years on this Board, have you received any sort of education or training on the development process?

No. 4Culture, as part of a grant we got—and other organizations got similar grants, they're not just picking on us—required us to go through sort of planning process. But, it's more of a Board structure, operational process. It has a fund development part, [but] it's not really the emphasis of the program.

Comment [S34]: Education, Planning

We did have [another organization's] lead fund development person who was responsible for raising money for the new facility come talk to us one time, I'd forgotten about that. She came to talk to us, and she's the one who emphasized the importance of having somebody who has a personal relationship with a donor to go along on the ask. [That] makes perfect sense to me. It's always a debate between do you get \$10 from \$600 people or do you get \$6000 from one person.

Comment [S35]: Education, Donor Cultivation

Anything else?

I think we've been kind of a hand-to-mouth organization and we need to focus more on fundraising than talking about artifacts.

I described to you we're kind of at the stage of re-examining that whole process and hopefully ramping it up to be a more professional approach.

Comment [S36]: Current, Planning (H)

Regarding that, do you mean more professional in terms of who is on the Board or in the education and training that they receive?

I think in a way both. Board recruitment is important, who you target as potential Board members and ask to join the Board, but also I think some of the newer Board members have been on other Boards before—symphony Boards and so forth, that raise money, and so they get it. So I don't think, among the newer Board members that's a problem. I think some of the old Board members are a little more focused on the artifact, research sorts of things. Which, in a way, is okay. But, I think the Board as a whole needs to focus on fundraising more.

Interview 3: Organization A, New Board Member

Can you describe the current develop efforts at your organization?

This particular association has had a history of just being supported by an older population. They've not really gone after, aggressively, new participants and new members, so that's the focus now. And that effort is just starting to get off the ground, it hasn't been...it's just been identified as something that needs to be done. But hasn't been materialized or really developed yet.

Comment [S37]: Current, Membership (H)

Do you mean targeting younger people for membership or for donation?

Both. Certainly fundraising is as important as anything.

Other than membership and individual donations, are there other components of development?

They are identifying more corporate-level sponsorship as a desirable source as well. They have a newsletter. We have a [publication] that we're trying to provide advertising space in as a way to support those two things which can become less of a drain on the budget. Which I think becomes helpful--defer expense.

Comment [S38]: Current, Donor Cultivation (H)

Comment [S39]: Current, Community (I)

Comment [S40]: Current, Community (I)

Comment [S41]: Current, Community (H)

Your business has some affiliation with the organization, correct?

Yes, we've been members for a while. And we've supported substantially in the past with an effort to help...as you can see walking around the ownership of this building love artifacts, [omitted]. We've been big supporters in the past through our golf tournament we've raised substantial funds for them in the past. That's lessened over the years as we've gone to another charity...but, we still support their efforts.

Can you describe the internal process of these development efforts?

In the association?

Yes.

Again, we're just trying to develop, to identify these more serious needs, we realize it's something that we have to focus on and we have to develop plans. We're really at the developing stage, so there really hasn't been anything done yet, more or less just talked about—identified and then talked about. And then we're trying to come up with ways of, "how do we do this?" At this point, because it's just being developed, we're just round-tabling it all just been talking about it in the bigger sense...not identify people to go and do specific things yet.

Comment [S42]: Current, Planning (I)

Can you describe your role in these efforts?

Being the youngest member of the Board, not only the newest, one of the reasons they asked me to join was because they wanted that, trying to get that younger group in there. We've talked about ideas and we've bantered back and forth, we just haven't formulated them yet. My role is just to come in and try to bring in a new perspective, may some new energy, if that would be a way to put it.

Comment [S43]: Current, Board Dev. (I)

Comment [S44]: Personal, Community Relations

Is that the role that you anticipated when you joined the Board?

I knew that would be what they would want, going in. We talked about it when they approached me, so yeah.

Did you anticipate having a role in fundraising or development when you joined?

I don't know that it's going to be having a role in fundraising, it's more a role in my mind of...well certainly there will be a role in fundraising but in my mind it's going to be more a developing of some of these ideas and the direction that we're trying to take. The association just needs to get spruced up a little bit. We've been very long in the tooth and very stayed in our ways and we want everybody to realize that we have to get the younger members.

Have you received any training or education about your role?

No.

Is there anything that you would like to have training on?

I would look to, for training and that kind of thing, in the past I have looked to the association directors as the people that may have more experience with that. The person that we have currently is more versed on how to do that. [CEO] comes from a very different kind of a museum background, and I think the previous one was a much smaller, community based museum rather than an industry-based museum which is what ours tends to be. I think people...it's just more in the industry and not the community at large. [omitted] [CEO] has a fairly good grip on it it's just a matter of...we're in the process of moving facilities, it's been a transition. It's been a major time constraint. That is just about wrapping up. The new space is opening at the end of this month. So when that's done that will then free up a lot more time and effort and energy to then go out and take on some of these tasks. This moving thing has been going on for two and a half to three years, preparing and then the matter of fully doing it. They're almost wrapping up.

Comment [S45]: Education, General Internal, Director (N)

Can you describe your opinion of the direction the organization needs to work towards or aspire to?

I think the goal of the organization is to retain the history and share it with people. That effort is where it would be most effective. There's just a tremendous amount of history here that's just gone by the wayside and people don't get it, they don't know. Are they interested? That's a whole other level and we can't do anything about that. But we've got to preserve it and have, [omitted]. With our outreach too, the community is going to be pretty important in how that history is preserved, is shared.

Are there any outreach efforts in particular?

Nothing in particular in this point. We've planned but we know we kind of need to do some things but we haven't developed them yet.

Is there anything else you would like to add?

No, I just don't have enough experience. In the past there was an industry association that was supported by the industry. This is the first community one that doesn't have an "industry" behind it.

Interview 4: Organization A, CEO

Can you describe the current development situation of your organization?

There's a development committee that is mostly non-functioning except they did review—the two members that are on it out of our Board, without any other people on it from the outside community, which would be a good idea—reviewed the annual fund appeal because there were too many complaints about it last year. So we have a development committee. Then we have our fund campaign—annual appeal, whatever you'd like to call it. I write grants, sometimes. We're trying to get money to support the [publication] through sponsorships. I've gotten for a few sponsors for special projects—corporate sponsors for special projects—or in-kind corporate sponsors. There's a lot of talk about doing other things, but there's nothing else happening. And there hasn't been for three years, or more than three years.

Comment [S46]: Current, Board Dev. (H)

Comment [S47]: Internal, Board (I)

Comment [S48]: Current, Annual Appeal (I)

Comment [S49]: Current, Grants (I)

Comment [S50]: Current, Community (I)

Comment [S51]: Current, Donor Cultivation (H)

Comment [S52]: Personal, Donor Cultivation

What has there been talk about?

The whole idea of securing sponsorships for the [publication] has been talked about for well over a year and it's not happening. Board members are not making calls to these businesses to ask to be a sponsor. The business plan is if we could get enough corporate sponsorship to fund the [the publication] that would give us \$26,000 a year to use for general operating support, which would be a big help. And that's pretty much the easiest, low-hanging fruit for us to do, as far as the fundraising tree, would be these corporate sponsorships. Or, paid advertising, but that's kind of a one-off, two-off, so it's not really consistent.

Comment [S53]: Current, Donor Cultivation (N)
Internal, Board (N)

What goals are you working towards?

The first goal, really, is to make the [publication]—which is our major...it's not our major expense, it's our major *program* expense, we phrase it as a program expense if you have to be general—to have that not be a drain on our membership dollars. Right now almost all of our membership dollars are going just to pay or the [publication]. So, you know I forgot to include membership in this, which I don't really consider membership a development effort, but it's definitely a part of this. I think that getting the [publication] self-sufficient off of sponsorships, but then we have to have those sponsorships and that's the challenge.

Comment [S54]: Current, Membership (I)

This organization lacks guaranteed year-to-year income because they haven't really fully developed an endowment. Every year, it's relying upon the money that's coming in that year to support the organization. I really think the Board needs to come up with a better philosophy of the endowment. There are some funds over the years that have been given to an endowment, but there's no policy about how it's being used. It needs to be rethought and refocused, and then an effort made to build the endowment too, beyond the [publication] and trying to get sponsorships. I think that would really help. I'm babbling because I have just too many directions that we're going in. We need money every which way!

Comment [S55]: Current, Investment (N)

There's a number of different ways we could go with this and think it's kind of, I think our organization would be better off if we would focus on a couple. Right now, there's all these options. Well I don't know that Board members even think about these options, they might not. You could try everything in all of these different areas and end up with very little, whereas if we really focused on getting people to focus on sponsoring the [publication] and build a better endowment that, with the annual fund being our backbone for our general operating for the year, that then we'd be better off. [omitted].

Can you describe the internal development process of these efforts?

They're all a little different because our committees are not functional. I think in a lot of ways, our Board acts like a [larger institution] Board—a large institution with a lot of staff members—where there's more distance between the work of the Board and the work of the staff. I feel like there's definitely, for the most part, a disconnect, because most of our Board members don't have any idea what goes on a daily basis. It's great for them to be at that policy, let's do big thinking work, but they're not doing any of that, either. Planning, we're not doing any of that. Most of the things, like our membership...that took two years to complete. [omitted] Two years to restructure the membership. We finally got it so that it was at this Board meeting where a lot of the old guard weren't there and they all approved it so we just went with it. We're starting out a lower level. We did a lot of research behind it and tried to think what would attract different people. So we had this new simplified structure with benefits added at every level, versus before we didn't have that, it was just, "Join at any level and you get the same thing." So we've restructured. But that took committee...well, we didn't really have a really functioning committee, so it was the Board on the whole project, which gets to be challenging. [omitted] Most of the time, nothing is really happening with the committees, so all of the work is really with the staff, and there's usually one or two people on the Board who are doing things. It kind of depends what's going on with the piece. The [publication] is a little different because that structure was also based upon the publisher's influence of what we should do with the [publication], but we worked all that out so it's a simplified structure.

We don't really have an internal development process at all, in the sense of having anything really structured. Originally, when this organization first advertised the Executive Director position, they wanted the Executive Director to raise their own salary during the year, as part of the requirement of the job, which is a very interesting concept when you don't really have a base for doing that. They dropped that, but it'll be interesting to see if that ever comes around again. I have actually raised quite a bit of money for the organization, mostly in grants. So we don't have a process, not like a larger institution does at all. We have so many little pockets of development work I guess it's hard to lump it all together.

I was going to say, talking a bit more about what I've been doing...I always give to our annual fund myself, and some of our Board members don't even give. Some of our Board members, their memberships have lapsed. You know, it's just basic things like that, that aren't good...I do represent the organization a little bit but not, I don't really get asked very much. We're sort of hidden. Or, Board members are doing it and they're not telling me, which could be the case. I don't think so. I am kind of the liaison but it depends kind of what it is. The president frequently does that too; it's kind of a weird

Comment [S56]: Internal, Board (I)

Comment [S57]: Current, Board Dev. (N)

Comment [S58]: Personal, Give

Comment [S59]: Current, Board Giving (N)

Comment [S60]: Personal, Org. Partnerships

relationship. But I'm not necessarily the front person all of the time, and that's being a smaller, hands-on Board, but our Board isn't but the Board members like to have that role of being the face of the organization. I have done the planning and organizing of the book sale we used to do, but we're not doing that anymore. And developing, I've written all the annual fund pieces and then it's been reviewed by the Board. Then of course we solicit donations. Basically, I do all of the work, I would say...with Board review.

Comment [S61]: Internal, Board (I)

Comment [S62]: Internal, Director (I)
Personal, Donor Cultivation

Comment [S63]: Internal, Board (I)

Comment [S64]: Current, Donor Cultivation (I)

Can you talk more about what you do to solicit donations?

It's kind of a case-by-case basis for sponsorship. For the [programming project], I knew it was going to be expensive because we had to buy all of the acrylic pieces, but we really decided we wanted to do it because we thought it was kind of different. [omitted] I looked around and spent a while thinking, who can we get as a sponsors, and I thought of [business]. We have a connection, a little connection, there already. They haven't done anything with us, it's family-focused, and they did. So that was good. We just need to do a lot more of that, but we don't have that much to offer, other than the [publication]—we don't have much to offer in the way of promotion and advertising [omitted].

Comment [S65]: Current, Programming (I)

Comment [S66]: Current, Community (N)

It sounds as though your development work focuses more on corporate sponsorships or donations from businesses rather than from individuals. Is that accurate?

Yes, the only individual asks that ever happen during the year [and] the annual fund and the membership.

What is the reasoning behind this strategy?

I think it's just tradition. I don't know how long they've been doing this annual fund piece; it just sort of naturally fell that way and I haven't tried to do anything different. We do know that most of our members don't find....how do I say this... I think most of our members are members because of [the publication]. They're not members because they see great additional, life-changing, we're-doing-amazing-work sort of thing. I think some people realize the value of our research center but a lot of people are just members because of the [publication]. So we end up, with the annual fund, with very few people donating a lot of money and most everybody giving maybe \$25, \$50. So we really need to work on building better relationships with larger donors, but of course you need people to do that. And we don't have the people to do that. And we don't have anything, you know, we're not going to take on a capital campaign or anything like that. So I think the strategy, to a certain extent for our organization, would be good but we just need to have...that's why we're going for more corporate sponsorships, because with the [publication] that gives us something to focus in on.

Last year we got one \$5000 donor, but he...he gave us a check with strings attached. He wanted a particular archive to be on exhibit at [specific location], period. And I had to talk him out of that, but keep the money. We did, but he hasn't given us anything since.

Can you describe any education or training about development the Board has received?

We gave them a bit in their Board handbooks. I've encouraged them to try to do some webinars. And I brought in [an advancement professional] one day. I said to her beforehand, "okay, can you talk specifically about x,y and z?" I wanted them to get an idea of how much money [another organization] is raising and how they're doing it. It takes the village to do it: Board members are making calls, Board members are actively working with people that they know. It's, "who's on the bus?" Who's on the Board that has connections which we don't have? I asked [that professional] to do that, and [he/she] came in and didn't talk about any of it. It's so frustrating. Any time I've had a guest speaker in they haven't...it's like they either decide not to talk about what I've asked them to or they deviate and people tune out.

Comment [S67]: Internal, Director (I)
Personal, Board Development
Education, Organizational Information

Comment [S68]: Education, General

I wish every Board member could be a member of BoardSource and attend those fundraising webinars, because I think that's maybe where some light bulbs would go on. They don't. And you know, I don't think they've read the material in the Board handbook. [At a recent Board meeting] there was a question about the strategic plan and what came out of it, and I'm like "Hey everybody that's in your Board handbook." We even brought it up a couple of months ago because nothing's happening. We tried to get people to think about it again and it's just not happening. There hasn't been any training. It would be great if there were. Would they actually listen? I don't know.

Do you think that Board members anticipate having a responsibility in fundraising as a part of their Board role?

Definitely not. That's why I've wanted to get the Board position description approved and it fell-- "Absolutely no, this is way too strong in here talking about fundraising. It's way too strong. We can't possibly have a Board position description that expects everyone to do something fundraising, that's way too much to ask. You can't expect Board members to give to the organization. We can't demand that they do that." We don't have a position description, so...there's not that expectation. I've been working on so many Boards [that] I know that I'm expected to participate in fundraising. I just know that. But not with our group. I think a lot of that happens at small museums. People don't expect that.

You mentioned that the past president is in charge of Board recruitment. Is there any staff involvement in that process?

That's totally separate right now. I think that will change next year ...I think it'll be different, which will be nice. I did have, actually, several potential contacts that I've made over time. We need to work on getting those people interested first.

Comment [S69]: Current, Donor Cultivation (H)

Does the Board have a committee structure?

Fund Development Committee....obviously [a] collections committee, the strategic planning committee, the Fund Development Committee, the Board Development Committee, there's a finance committee that actually did meet once to review the budget. Down the road I think there's going to be an exhibit committee and there's going to be a newsletter and marketing committee, but the newsletter, they do not want any input on how it's designed so that's not going to go over well if there's talk about not liking the design. I think that's it. We try to keep it fairly straight-forward.

Anything else?

I'm not sure I was really super clear... our development kind of gets blurred because we have strong lines between earned income and everything else. It's just kind of a lump of stuff we that do trying to make money.

Interview 5: Organization B, President

Can you talk about your organization's current efforts in development and what your goals are?

Mainly the museum is in a real transition period right now, after [omitted]. So, what we are trying to do is regroup. The main thing now is maintaining our operating funds through donations, membership dues, things like that. Ultimately what our goals are, our long range goals, are a capital campaign to create a new museum.

Comment [S70]: Current, Planning, (I)

Comment [S71]: Current, Donor Cultivation (I)

Comment [S72]: Current, Membership (I)

Comment [S73]: Current, Campaign (H)

Do you have a time frame in mind for the capital campaign? Where are you in that?

We've kind of started. We've had a couple of events, but so far we have not been real active in coming up with plans.

Comment [S74]: Current, Events (I)

And the purpose of the campaign is a new building?

A new facility, yes. Right now, the property is less than ideal. All of our collection is in storage offsite. Our goal is to do it in two phases. The first [phase] is to build a building mainly for storage, and then to add on to that building for exhibit space.

Are there any components of development in your organization aside from the campaign, events, and membership?

I'm also on the Membership and Marketing Committee and we're also kicking around some ideas. The chair of that committee is going to pursue looking into local community publications and ethnic public just to get the museum name into these things and to get [out] information, calendar of events, things like that.

Comment [S75]: Current, Planning (I)
Current, Board Dev. (I)

Comment [S76]: Current, Community (H)

Can you describe your membership structure?

Well there different levels: general, family, student, senior, lifetime. I really am not up on the number of people that are members. It really is quite a few, I think several hundred.

Of these components, which is the most lucrative?

Right now it's probably membership dues. Again, our big emphasis is going to be this capital campaign. We do have an anonymous donor that has promised I believe a hundred thousand in matching funds, so we're trying to emphasize and work on that.

Comment [S77]: Current, Donor Cultivation (I)

In these various efforts, can you describe your role?

Again, I'm on the Membership and Marketing Committee. I'm not a big idea person, so I'm not one to come up with a lot of the ideas. As far as fundraising goes, I gotta say that [CEO has] had a lot of training in fundraising. We kind of rely on her to come up with some of the good ideas. But, it's hard to get people to act on some of those big ideas. That's one of the biggest problems.

Comment [S78]: Internal, Director (I)

Can you talk more about the Membership and Marketing Committee? What are its responsibilities?

Mainly to generate new membership. One of the plans that we've come up with for doing that, [which] is going to be presented at our next meeting, is to have somewhat of a contest with the Board members to see who can bring in the most members. Things like that...other than giving our name in to different publications, advertising the museum.

Comment [S79]: Current, Board Dev. (H)

Comment [S80]: Current, Community (I)

Is there a Development or Fundraising Committee?

You know, there supposedly is a committee, with no members on it. It's kind of a weak spot.

Comment [S81]: Current, Board Dev. (N)

Did you have any role with the events? It sounded like all Board members participated in those.

There is an Events Committee, which I'm not on. All of the Board members were asked to participate in getting the word out for these different events and getting people to come. In fact, [for] the first event, the invitational one, we were all asked to submit names of people we thought would be good donors. [The director] had penned letters signing our names, making it come from us, so it was a more personal thing.

Comment [S82]: Current, Board Dev. (I)

Comment [S83]: Current, Donor Cultivation (I)
Internal, Board (I)

Comment [S84]: Internal, Director (I)

How many names did you submit?

Four.

How did you decide on those names? What were criteria did you use?

The people I thought of were local, active people in different organizations. People that I thought would have money that they would freely give.

Can you describe the internal development process a bit more? Who does what?

Again, [CEO] is really the one that comes up with the ideas. In fact, one of her emphasis in starting the capital campaign was starting out with getting the big donors to donate. And then, get down to the nickel and dime stuff, people that just give little bits here and there. So I think that was the whole idea behind this first event that we had. As far as other people, they do have ideas, but mainly it comes down to [the director] presenting things and getting people to pursue them.

Comment [S85]: Internal, Director (I)

Events were not as successful as anticipated?

That's kind of personal. I don't know what [CEO] or anybody else was expecting. I was kind of hoping for a bigger turnout on both of those events. Actually, everybody was disappointed on the second one, the membership one.

Do you have any thoughts on how to improve them in the future?

I think advertising, getting the word out more. It's hard, I don't know how to get people interested in coming to these things, or wanting to give.

What does the museum currently do in advertising?

We have our website and a Facebook page. We're trying to get...there's the local PATCH, the online news thing, Shoreline Patch, that I think more and more we're getting little articles into that. Like, we recently just had our annual meeting and included in that is our Trillium award, where three houses in the coverage area of the museum are chosen for historical value and they are given a plaque and recognition. That was written up in the local paper. So, things like that are good.

Comment [S86]: Current, Community (I)

Comment [S87]: Current, Community (I)

Is that award annual?

Yeah.

Is there anything else you would like to add about what your museum is working on or how the development process works?

Really, I can't think of anything else in the works, other than getting our name into these publications, just getting the word out.

When you joined the Board, did you anticipate being involved in development?

I don't think it was ever specifically mentioned. It was mentioned that all the Board members are expected to contribute to their best ability, in the areas that they're good at. But no, nobody sat down and said, "we expect you to generate this much income from the museum." I think it was emphasized that we all be active members, participate in fundraising and whatever other efforts we had.

What education have you had about development during your time on the Board?

No formal [education], but again [CEO] went to a seminar on fundraising and presented what she had learned through that. That was presented to the whole Board. But, there really hasn't been any formal thing.

Comment [S88]: Education, General (N)

Comment [S89]: Education, Director Internal, Director (I)

Are Board members active as a whole?

I think there's quite a bit of room to grow. I think it's the same with all Boards...there's a few people that are the real go-getters, and then there's the others that just show up for meetings. I'm kind of in between.

One thing I do on a personal basis is in my business—[omitted]—and we get a fair amount of walk in. I have a display on my counter of brochures, membership brochures, and in the past I've promoted the books that the museum has put together, local history books and things like that. [omitted] So I do promote it, besides being on the Board.

How receptive is the Board to the fundraising ideas that [CEO] brings to them?

It's a good start, because people start bouncing other ideas off. But again, it's hard to get people to take action and pursue these ideas.

Is there anything else you would like to add?

Not that I know of. I think that it's an exciting time to be in the museum right now, because of all changes that have happened recently. [omitted] Because of that, it's taken us a long time to get resettled to where we are. A lot of volunteer man hours involved in moving the collection and things like that. I think that's one of the reasons that we haven't gotten our fundraising, our capital campaign up to speed yet. That's our next goal.

Anything else?

No, I think that's it.

Interview 6: Organization B, Past President

Can you describe the current development efforts at your organization?

Well, getting more money, that's the whole thing. Well, maybe not the whole thing, but it's a large part of what the museum's development is, [omitted]. And so our main goal right now is to generate enough money to build a new museum building and that process is called [omitted].

Comment [S90]: Current, Campaign (H)

You mentioned raising money for a new building. How are you going about that?

Our most successful fundraising is through grants written by the Director. We've had grants from 4Culture and previously we had grants from the State--[omitted]. We've previously won a couple of those, or maybe more—I don't know how many. And so now we've got a good chance, we're in the final group of organizations that, if there's the usual amount of money available, we will be awarded our grant which will be over \$200,000 towards our new building. That money is a third of what else has to be generated, that's the rule of that grant. We have to demonstrate that there's a two-thirds match for the one third that comes from the state. That's where the big problem is because I'm not a good fundraiser, I don't have any rich friends and I'm not rich myself. And I don't even like that kind of work myself. You can call it a personal problem I have, but I don't like asking people for money. I've given a little bit to the museum of our own money, but we're not like a few people who have a lot to award.

Comment [S91]: Current, Grants (I)
Internal, Director (I)

Comment [S92]: Personal, Donor Cultivation (N)

Comment [S93]: Personal, Donation

[omitted]

Does your organization participate in fundraising other than grants?

Last year we had a fundraising dinner, and that took in around \$50,000 dollars, so that was pretty successful, but compared to—well, if we get this state grant, it's about \$200,000 so we still have to find about \$500,000. So we had that one fundraiser, and that was the biggest single event that we've had. We had another, it was not such a big event and we did not get as much money from that—it seems like we got about \$4,000 or \$5,000 dollars out of that event.

Comment [S94]: Current, Events (I)

[Director has] got a lot of good contacts in the community. She keeps track of a lot of people that are involved in the museum process. And I think, well museums appeal more to older people anyway, and little kids, but adults [and] young people don't have money. Older people do, so that's the best source of money for us.

Comment [S95]: Current, Community (I)
Internal, Director (I)

Like I say, I don't have any rich friends. So, I can give—myself and other Board members give—probably more than the average museum member does towards our goals. But we did get a \$200,000 matching grant from an anonymous person, and so that has been useful; that \$200,000 has been very useful to us in terms of generating more of the matching funds.

Comment [S96]: Current, Board Giving (I)

Comment [S97]: Current, Donor Cultivation (I)

Can you explain how you used that money to generate more?

In both of these fundraising events that we've had, everybody that was going understood that we had this matching grant so whatever they would give would be matched. That's a good incentive to give. So I guess with all of the money that we've got, it's going to be real tight to build [omitted]

I feel like our Board is not very good at fundraising. Ideally, you would want to have more wealthy people on the Board. But I imagine they get pestered a lot by organizations like ours to join for that reason. I mean it's never an overt thing when you ask somebody to be on the Board... "We want you to be on the Board so you will leave us some money or give us some money." It's never overt but it's always under the, part of the agenda of raising money. So I wish we had more wealthy Board members, we'd have less trouble.

Comment [S98]: Current, Board Dev. (N)

With the development components you have mentioned, how do these get accomplished? What is the internal process within the organization?

In our organization, they are mainly powered by the director, [who] does a lot of the organization of all of this stuff. The Board is available to move chairs and be friends with potential donors when they come to an event. So the Board is not allowed to sit at a big table and put everyone else around. We are directed to, we're told, and everybody understands that—that they need to sit around with the other guests that are at the [event]. That big dinner event was our most successful one. And, [CEO] proposed a site and got it for us. [Director is] the spark plug for the whole thing. Without her, the Board wouldn't really know what to do. I mean, the Board doesn't have nearly the community contacts that [CEO] has, and [the knowledge of the community], and I don't know if that's the way it is in the other museums but that's the way ours is. If we lost [CEO] for any reason and had to find a new person, it would be important that that new person be very familiar with the community, for the reason that all these resources that [CEO] knows about and the people that [he/she] knows about are, it's a local thing. I don't know if most Boards understand that or not. But for me, if I were Board president right now and we lost [Director], I would push that we find a person that was knowledgeable about the resources.

Comment [S99]: Internal, Director (I)

Comment [S100]: Internal, Board (I)

Comment [S101]: Internal, Director (I)

Comment [S102]: Internal, Director (I)

Comment [S103]: Internal, Director (I)

Can you describe your role in the organization's development process?

Well, during the two or three years that I was president, [omitted] I was very active at that time but not in development—I was in defense posture. I kind of led the charge to save our museum. That was my role at the time, it was just the situation we were in. [CEO] has tried to get the Board, including me, to do fundraising, but I don't know...the other Board members...if it's as distasteful to them as it is to me but it is.

Comment [S104]: Internal, Director (I)

Why is it distasteful to you?

You know, it's just the way I've been brought up. I am not asking money from other people. I did never ask my father for any money, and so it's kind of that feeling. And I understand it's not for me, the money is not for me, it's for a good community thing. But I...it's just a very distasteful thing for me personally. I don't mind—now I'm planning to do this—[omitted]. So [the program] is really our gift to them, kind of our thank you for the money. It's not like it's going to be just a movie, entertainment, that's not the

purpose of it. So I can do that kind of thing, where we give them something in return. That's different for me than asking people directly for money.

Can you describe any formal or informal training or education about development that you have received while on this Board?

Well [CEO], two or three years ago, developed a brochure and distributed it to us, and we all have copies of those to give to potential donors. But there was never any training.

Comment [S105]: Internal, Director (I)
Education, Organization Information

We had [Board candidate] who is a fundraiser for [organization]. [He/She] cannot fundraise for the museum because it would be a conflict of interest with [his/her] job, but we were hoping that [Board candidate] would be able to give us some direction. [Board candidate] didn't get along well with the Board, so [he/she] didn't stick around very long. I think our Board was a little bit too local for [Board candidate], and we also suffer from, another thing, it's not directly a part of the problem that this [person] had with our Board, but our name is [omitted], and there's some people on the Board that are very defensive of that name because [omitted].

Anything else?

Let me think.

You can also email me later on.

That would be an idea. If I do think of something...

Interview 7: Organization B, New Member

In your experience, what are the current development efforts or goals at your organization?

The whole organization...and I'll give a little bit of history, if that helps, as to how I came into the Board. I'm not working at a cemetery now but I was working at a cemetery. Last year, probably before this time, I reached out to [CEO] to see if we could jointly do a tour of the cemetery that could be jointly sponsored by that particular cemetery and the [museum]. I got to meet [CEO]. Through those conversations and planning and then the implementation of two different tours that we did...I really was excited about the possibility to maybe bring the two together. I asked what kind of volunteer things do you do? I became exposed to the museum and was invited to join and take over for a term that was not expired but somebody had left, so there was a vacancy. I came in and then was just elected to a three year term.

I grew up in the [area]. I left when I was eighteen and went east and when I came back eleven years ago, to take care of my mother. So I was away from the area for twenty-nine years. [omitted] I found some fascination in reliving my roots and becoming more familiar with that, and finding ways to interpret that to the community.

My goal, I guess, is two-fold. Number one would be... I'm still fascinated to help us uncover some of the people in our local [history] that can shed light to who we've been as a community and who we are. So when we, [CEO] and I, did our tours at [the cemetery] for example, which is where I worked [omitted]. Their stories to me are important history lessons that we can learn. I guess my goal is to...history fascinates me because I really don't want to see us relive the same stupid mistakes that we just keep doing. Valuable lessons...and the people of the past have incredibly valuable lessons and can continue to teach us, and I grieve when we don't address those losses and learn from them. So that's probably the first thing, the ties with [local history] and my goal is to keep the history alive. I've lived in other parts of the country where there's a lot deeper richer history. I served a church where, the year I was there as pastor, had its 275 anniversary. And the church had been there 275 years and so was the cemetery. It was fascinating. Here, we have a tendency to build things and tear them down and build new ones, rather than look back at history and see what it taught us and keep a historical eye to what good we had in this community. I guess that would be one of my end goals.

I think the other thing as I've been on the Board is to try find a place that could house [our] museum, and that's been a big issue—a contentious issue, I can sense—for a lot of years here. [omitted].

Comment [S106]: Current, Campaign (H)

Can you describe any short term goals your organization is working on?

The short term one in terms of the [programming] things are pretty easy for me to do, because I know enough of [the area] that I can continue to help making the tours and keep that kind of thing going.

Comment [S107]: Current, Programming (I)

That's probably what urged me to come on the Board and now is keeping me on it, is that sort of thing. What [CEO] and I have talked about is doing a spring/summer tour that is different than the one we did last spring and doing a highlight tour, not just famous Washingtonians, but also people of significance in [the] area. That's short term.

Long term, I want to feel like I'm a contributing member to the ideals of the Board. But I'm still new enough and trying to orient myself and I'm still trying to get the vision of where the community wants to go and direction is especially in terms of the building, so I'm actually not sure. Short term, it's probably doing fundraising and things like that to help us achieve that goal.

What has been your fundraising experience during your Board service thus far?

Right now we're really exploring; I'm not involved in anything right now. I think we're exploring historical tours of homes other things that can derive revenue. And I'm still getting my head around that, that I still don't have a vision of how our budget works, where we're getting our revenue from, and those are things I think it takes a Board member a good six months to a year to acclimate so I haven't pressured myself to jump right. I'm taking my time to absorb and kind of see what's there.

Comment [S108]: Current, Planning (I)

Can you describe the discussions of fundraising at Board meetings?

The ones that I've seen are more in the terms of brainstorming. What I've found which has been pleasant with this Board is that it's not that we have to do the same old thing over and over again. There have been some things done before but the Board seems open to exploring other avenues of fundraising, which is a pleasant surprise because many institutions tend to get stuck in the rut of, "We're going to do this over and over and over, and maybe if we work harder we'll raise more money." This Board seems to be open to explore broader visions of fundraising, which I applaud. It's not a contingent kind of dialogue; it's more, "Let's explore," which I think is certainly very positive.

Comment [S109]: Current, Planning (I)

Is there anything in particular in the future?

Not really, it's more out there. We haven't nailed anything down specific. And I'm still new enough, going through the first year, the cycle of things, trying to figure out what works, what doesn't work, and then to bring in my experiences from a lot of years with nonprofits. What I've done to shed some light on maybe, "Let's try this."

Can you describe the internal process of development at the museum?

That's going to be a hard question because I haven't really been here long enough to see an idea produce. I think at every Board meeting we hear an idea and sometimes it will fall back on the idea maker. They'll say, "Why don't you explore that a little more and bring some more information?" I haven't heard anyone say, "Yeah that's a great idea, let's do it!" It's been more of a "We are trying to look at ways in which we can raise revenue to construct a building and to build our budget. What I haven't... I think what's been nice is people have been willing to openly share. There doesn't seem to be a dominant... In some Boards there are a couple of dominant people that tend to spread things and on this Board, it seems to be very nicely shared. It creates an environment where people feel open enough to say, "I've got a crazy idea but let me share it anyway." Where people are willing to take a risk and share it and not get shouted down. And there don't seem to be, as I said, a couple of power brokers that, you know, go on. So I can't really tell you much about the internal because we've shared, I've listened, to some ideas at some meetings that sound interesting, but we really haven't acted upon anything yet.

Comment [S110]: Current, Board Dev. (I)

Can you elaborate on your role in the efforts you have mentioned?

My role has been special events. I'm on a Special Events [committee]. [omitted]

Comment [S111]: Current, Board Dev. (I)
Personal, Events

Is this a one-time event or program that you plan to do regularly?

We'll we're hoping to do a program where we can do this in other homes too. [omitted]. We're going to probably look at some other homes too that are significant or of historical value and see if the owners are willing to allow us to do a tour, then we'll come up with raising funds for it.

Comment [S112]: Current, Programming (H)

What is the purpose of the event? For example, is it meant to raise money, to education, etc.?

I think both, I think both. If we're able to provide historical angle on things that's great, and if we can, on top of that, raise some funds with it that's even better.

By "we," do you mean the Special Events Committee?

Yes

Is this program the main project for the committee?

That's the only thing that I've been approached to work on. With my schedule and change of employment and things like that, I have been...I haven't been quite as active as I would like. Some of the meetings meet during work hours when I can't be here with them. But, I've come to one or two and been able to share some insights, and we'll go from there. That's the only committee I've been a part of so far. Now, with the new Board, having been elected, and I'm on a three year term, I'm sure I'll be given some more assignments now that the year is starting off.

In your experience on this Board, has there been any formal or informal training about development?

Not really. One thing I would say is that I have, other than [CEO] giving me the few bits and pieces, there really hasn't been much of an orientation for me as a new Board member which, I would say, is probably growing edge for this Board. I think anytime a new member a comes in it's nice to receive, I don't like the word 'indoctrination, but some sort of understanding what is the history of this Board, how things work, who does what, and I haven't received anything. I came to the first meeting and...I'm spending most of the time listening. I have a feeling that's how most volunteer Boards work, or at least that's what I'm assuming. I tried, when I chaired committees in my past, especially on the East Coast, to have some sort of orientation for new members so that they felt comfortable. You know in my past with churches when they had to have new leaders come in there was a pretty firm orientation that I provided so people felt comfortable coming into the culture. Here, I sort of came in, was introduced, and that was that. So I didn't receive any instruction at all. But I'm not a kid; I can kind of figure things out. But I think that's a drawback, if that I had received some orientation I think I'd be able to give—like today with you—a lot more insights. I'm basically quietly observing so that I can feel like I can be better engaged. I think that's a huge issue, because any volunteer Board that I've been on where, new members come on and they're lost, usually, for a few months. I've always tried, when I've chaired those to have some way

Comment [S113]: Internal, Director (I)

Comment [S114]: Education, General (N)

Comment [S115]: Education, General (N)

to orient new members, help them gain the culture of the committee, and understand that. Here, I've been thrown in and there really was no conversation, no orientation. It was like, "Well, welcome aBoard."

Do you think orientation would be most effective on committee level or with the full Board?

I think having one or two Board members who are in charge of...on the nominating committee, for example...to also take care of orientation for new members would be, I think, the best way to go. It shouldn't fall on [CEO]. As the Executive Director, I don't think it's [his/her] job to orient the Board. I think it's our job. And so, if I was critical of one thing coming on Board, I think it's the importance of orienting the new member.

Is there anything you would like to add about your organization's development and your role in it?

You've asked some good questions and I think...yeah, I'm so new, and without an orientation it's hard for me to say yay or nay on a lot of things. I'm just kind of getting the feel. Again, the misfortune for me of losing my job in August has made it even difficult for me to attend a couple of meetings, because I've got to watch my gas so...I can't really think of anything else insightful. Is there anything I can help you with that you're trying to work on your themes?

Interview 8: Organization B, CEO

Can you describe your organization's current development efforts?

Let me start out by saying, we don't have a development person. As a small organization we have one full-time paid staff member—myself—and a collections manager whose sole focus...because she is part time, is absolutely the collections. And then we have a Board of [number] members. We don't really have a development, per se, program. We have a Membership and Marketing Committee on the Board and that really serves as our development committee. Because, the word development when used in a financial way can be a little bit scary for people. As a small organization, my personal philosophy and the philosophy that we as a group, our governing unit, has been to really focus on fulfilling our mission and using that as opportunities to develop funds. That's through membership, annual fund drive, and grants. And the grants can come from a variety of sources, but generally they do come from municipal or county or state sources with the rare but occasional foundation thrown in, but it's pretty rare. Then, of course, getting individual donor's excited about our mission. Those are kind of the outcomes of developing membership, fulfilling our mission through programming, and then marketing that—those areas—so that people want to support the museum.

Comment [S116]: Current, Board Dev. (I)

Comment [S117]: Current, Membership (I)

Comment [S118]: Current, Annual Appeal (I)

Comment [S119]: Current, Grants (I)

Comment [S120]: Current, Donor Cultivation (I)

Comment [S121]: Current, Community, (I)

Development is a byproduct of us fulfilling our mission. It's sort of the cliché you used to hear, "Do what you love and the money will follow" is our approach to development. I am not saying that that's necessarily completely right or that it's completely wrong, but one of the reasons that we do that is because when I did come to the museum originally, they were doing a lot of stuff off-task. There was a lot of confusion and there was not much clarity about—even though they had a mission—how to fulfill that mission. There were some desperate things being done to fundraise that were off-task. We're not a fundraising organization, we're a museum. Yes, we do have to fundraise, but when we do, it should be about our mission, and not, throwing out an example, travel logs to Fiji, or rummage sales or those sort of things that don't help us fulfill our mission. It can be both and people can have fun, not only our Board but the people that participate can have fun while we fulfill our mission and raise funds. That's kind of a long answer to your question. And so currently, that's what we do. I'm not saying we couldn't do something else, but currently that's what we do. We hope that people will want to support the museum because they like what we're doing in the community, and we ask them to.

Can you give a few examples of what do to raise money in this way?

That's by garnering memberships from the community. We have members from far away who came here and liked what we were doing so much that they said, "Well I want to support this!" Also, garnering grants slash gifts from government organizations, businesses, [and] foundations because they want to support what we do in the community. And then, of course, personal cultivating of donors, which, I try to do quite a bit of that.

Comment [S122]: Current, Membership (I)

Can you describe the internal process of these efforts?

I'm not sure I've ever really broken it down into steps [but] we have divisions. We have over the years established these certain things that started out as Board policies, most of which was set a long time

ago. Now, it's very routine. We set a policy that we would do an annual fundraiser and annual drive—not an event but an ask of the community. We mail to membership, regular donors, and friends. We have some people on our mailing list and businesses that are not members, but we send an annual fund letter to them to ask for their support. It doesn't go, it's not a cold call, it doesn't go out to every household in our area—so we serve about 70,000 people, 73,000 people in our mission area—we don't sent it to all those people. We send to people who have already expressed an interest in the museum in some way or another. That's who our annual fund letter goes to. The letter tells people what we've been doing, what we're going to do, and would they support that with a gift? Certainly that could be developed further, but that is the bare bones of what we do and the Board established that a number of years ago as a way of raising funds.

Comment [S123]: Current, Annual Appeal (I)

Our members, many of whom are annual members—whether they join in January, they get a letter the following January asking to renew their membership—so we have about 1000 people who are members and that includes two-person households. In quite a few cases that means “Mr. and Mrs. Joe Smith” are members of the museum. Sometimes they each have an individual membership, sometimes they have a family membership. And we ask them to renew their memberships, and if they want to give an extra gift, they can. That's another one of those routines. When memberships were established, when the museum established that it would have memberships back in 1975, over the years we've certainly refined the process. One of the things we started doing when I started working here was not only asking people to renew the membership but putting another line that says, “Would you like to give an additional gift? Would you like to donate more than your individual membership?” And, people said yes. Quite often they do want to. It was a small thing, but it was another way of asking people to gift a little bit more than their individual membership. [omitted] If people don't renew, we do follow it up with a reminder about two to three months after we haven't heard from them. If they don't renew, we keep them on the list. You never know why they aren't renewing...they didn't see it, somebody recycled it, or whatever. Maybe they skip a year because they feel like they can't afford it—I mean, our memberships are very reasonably priced—so, the following year they'll renew. We never ding people or say, “You're out. We're not having you anymore.” No, we really try to maintain those relationships with people, and our membership is small enough. Again that process, those steps, were established a long time ago. We have a membership secretary who does all of the letters. I still sign them personally because there's not two million of them—we're not the Smithsonian. So, people get a personal note from me, usually. Who knows how long that will go on? Those are the two main asks that we ask directly.

Comment [S124]: Current, Membership (I)

Comment [S125]: Current, Donor Cultivation (I)

Comment [S126]: Current, Membership (I)

The other part of it is our Board members and my own personal involvement in the community. Board members have expressed to me often how difficult it is for them to ask people for money. Maybe I felt that way at one time, when I was fifteen, I don't know. It's never been a problem for me. I'm not afraid to ask people to support something that they like, something that I feel passionate about, and I involve myself community organizations. [It is] not just to ask people for money, but also to get our name out there, to give the museum a face, and it has stood us in good stead. I encourage Board members to do that, and some do. At some point or another most of them do, but probably not to the extent that I do because I'm out there all the time. I'm a member of the [community organization], I've been a president of it, and of course I enjoy doing those things but mostly I enjoy doing those things because I know how

Comment [S127]: Current, Community (I)
Personal, Community

great it is for the museum. [omitted] Whether our Board really understands the significance, I think maybe some individuals really understand the significance of that. I learned that from some of the best professionals in the [field]. I many, many years ago, long before I worked here, watched that being done by some people who really know what they are doing. I said, "I'm doing that. I'm doing that." And it's been great for our organization. When the chips are down, people help. If you've helped them and you've helped the community and been out there and been giving in sincere, then people will help you too. That's been pretty important, and I do a lot of that. Our largest donations have come from that.

Comment [S128]: Current, Community (I)

You mentioned grants earlier. Can you elaborate on your grant writing process?

Yes, I do all of that. I certainly try to. Our largest is our sustained support from the [city], [omitted]. Everyone recognized that a city gets more bang for its buck it can support in part organizations that are already running efficiently. If the city were to take over those organizations and do it themselves, it would be of ever so much more expensive. A little bit of funding goes a long way when you're supporting organizations that already exist, that are healthy and already doing a good job. They recognize that they hire staff to run an Arts Council, for instance, and they as a city paid all those staff, they'd be priced out of the market to run it. But a small organization like the arts council is able to take that support and leverage it to get other grants and other support from individuals, so and of course we do the same thing. That's an annual thing that enabled me to be hired full time. We've been getting that funding ever since. It began in [year], so obviously I do the work that's involved to sustain that support, the reports and going to city council meetings when necessary and maintaining relationship with the parks rec and cultural services department so that they know that we're doing what we're supposed to be doing.

Comment [S129]: Current, Grants (I)

[County] has a sustained support system which began not that long ago, probably about 2000, so that is applied for every two years. There's the application process and the reporting process, this is time consuming. And then, king county, it's through the organization, it's a Cultural Development Authority—a CDA—called [name]. They administer the lodging tax grants—that is tax money that [County] gets. That money is distributed by [CDA] and one of the things they do with it is have the sustained support program. They also have a special projects grants which I apply for frequently. I don't always get it but I would say 80% of the time. If we have a great project coming up, I can apply for some money to help support an exhibit, or if we're going to do a publication, or a program that require honorariums that sort of thing. So I apply for those. The word "apply" is easy to say, but the program has to be developed, the partners have to be developed, so it can be an arduous process. You don't just fall of a log, as some people would say. You really have to work at it to make your proposals good. And then once in a while there are state grants through the [consortium] or [center]. Those sorts of things. I watch for those kind of things that are readily available to local organizations. I try to watch those and if something we're doing will fit... I don't necessarily invent stuff that fit that, but if what they're offering will fit something that we're going to do in our, within the realm of our mission. We had a [national] exhibit one time, oh my gosh, that was so fun. It was a great grant program called "[name]," that was being offered and they had an exhibit that was just really up our alley. It was a lot of work but it was so fun and our attendance was through the roof. People really loved that.

Comment [S130]: Current, Community (I)
Personal, Grants

Comment [S131]: Current, Grants (I)
Personal, Grants

So it was a traveling exhibit?

It was a traveling exhibit; it was small enough for a small organization. They were designed for smaller organizations with limited space. We had a nice big room—it wasn't like we had tons of room, we had a room. It worked really well. We applied for a grant through [state funding] to get it, so once in a while we do those, take advantage of the programs they offer. It was so fun, we really enjoyed that. The whole community enjoyed it.

Within the various development components you mentioned, what do you consider the Board's role?

We've been through this, sort of huge, thing. It didn't really change that aspect but it put some things on hold a little bit. We had to refocus for a little while. One of the things that we refocused on was our Membership and Marketing Committee really focused on getting us on line. We had started to do that a little bit. The person who was the chair of that committee, rightfully so, focused a lot of effort on getting us a decent website, on making sure we were on Facebook, setting the committee was setting very imminent goals and policies. Obviously, if they said policy, I get to implement. So a lot of time was spent in doing that. It was a good thing. [omitted]. We really did need to focus on doing that, on getting into the digital, internet world. We did do that. Overall, the focus of our Board sort of comes from that Membership and Marketing Committee. My expectation is that the Membership and Marketing Committee will grow membership and market the museum or find ways to do that that don't overtax me, because I'm just one person.

Comment [S132]: Current, Planning (I)

Comment [S133]: Current, Community (I)

Comment [S134]: Current, Planning (I)
Internal, Board (I)
Internal, Director (I)

Comment [S135]: Internal, Board (H)

Comment [S136]: Current, Volunteers (I)

We do have a cadre of volunteers. Our volunteer base has changed somewhat in that now we have more people who do specific tasks rather than the general volunteer who'll just come in and do anything. We try, I try, to do things professionally. We want our product to be professional, or at least I do. I say "we" because we're really a team. Our, by and large, the Board and the staff really work as a team. It's rare that it's a "them" and "us" sort of thing. We're all working toward the same goal. Gone are the days when things were done amateurish-ly. We can't just have anybody writing copy for press releases; we can't just have anybody writing for the webpage or Facebook page. Those things have to be done so that people think we're professional. And we are; we are professional. We want that to be reflected in what we do out in the public. Sometimes there are suggestions from the committees that I simply can't implement with the time that I have. All I can do is maybe search for that professional volunteer who's willing to give and maybe do a certain thing. I do think a lot of our development comes from that area because, as I said before, development is really the byproduct of our mission. We don't exist for development, development exists for us. I have never wanted us to focus all of our efforts on raising money.

Can you describe any formal or informal education or training your Board has received?

In the rather distant past, we have had some professional Board development. We did do an M.A.P., the Museum Assessment Program. That was some time ago. We did a feasibility study in which we had professional fund developers come in and we had several, not only training sessions but then funding sessions in which they led us through the process. That was some time ago. Then we took up the ball again ourselves, using what they had taught us...this was for capital campaigns, though, this was for

Comment [S137]: Education, Assessment

Comment [S138]: Education, General

specific capital improvements that we were doing to the building that we once had. And then we have had, from, in the past we used the Heritage Resource Center, to bring in prof Board trainers as facilitators to refocus our goals, refocus energy, get the Board thinking about where we wanted to go. But, we have not done that in the last five years. Probably, if what happened hadn't happened, we would have by now done that again. We would tend to do that, not every year...three years in a row we did something. Because our Board doesn't completely change, some of our older Board members got a little tired of it. It was different people but it kind of like a broken record. After [number] years, they are probably pretty sick of hearing me, because I reiterate, "Sorry folks we are not doing travel logs, because we need to do things that are up our alley." An auction is not a fundraiser for us unless you can make it historic. You have to make it relevant. We would probably by not have had that training but because of this transition we haven't. Well, I take that back. That's not really true because we [did bring]...in a team of professional marketing people to talk about a rebranding. [omitted]. So we did have this team come in, with mixed results. We had to do it but, it was exhausting for people. We had a number of meetings. Although I wouldn't say that a lot of visible results came from it, it did help us move along.

Comment [S139]: Education, General

We haven't had that development talk in a while. Now okay, so, here you are, everything's good, you're settled, everything's moving along. Now, where are we going? We haven't really gotten there, except for on the capital side, as far as developing the site. While we have the same mission, we're refocusing our strategic plan and the world is changing around us. A lot of organizations are going through this. How do we engage the population that's coming into our communities? So there's that sort of parallel challenge as well. That all figures into development. How do you engage a population that is [x]% Asian, when the ancient history you have is all about Norwegians and Swedes? We're really working on that. I think that's the up and coming.

Anything else?

You did ask me, "What do I ask the Board to do?" and then of course there is, "What do they ask me to do?" And we try to strike a balance between what we ask each other. Sometimes I am frustrated, because they don't do what I ask. Over the years, you know, how many directors have said those almost exact words? You lead a horse to water, but sometimes they just won't drink. Not sure what the answer is. Sometimes I try to set a really good example. Follow me, do what I do. Do you, Board members, see what I'm doing? Will you try to do like I do? Some do, and some do sometimes, and some never do and I want to throw them off the Board sometimes. We don't need any negative nellies. I love to surround myself with positive people, and people that are willing to go the extra mile and we have got some incredible people on our Board. Oh my gosh, they are just outstanding. Everyone one of them has strong points. But, not all of them have all of the strong points and not all of them can fundraise and do those things that are important to keep the museum sustained in a financial way. Sometimes I just wish they would do what I would ask them to do. I'm not sure how to make them do it, maybe I need training on that.

Comment [S140]: Internal, Director (I)

Interview 9: Organization C, Vice President

Can you describe the current development efforts and goals at your organization?

So the mission of the museum, they took a long time, when I first went on the Board, there was a bunch of guys playing trains. Then when you talk to [CEO], he came in with these ideas about changing the Board so **it has more community members**. Not just all of the volunteers. That was a big hurdle, if you want to call that development, it was a big hurdle because everyone thought they owned part of the museum. The first person that was not a member and not a volunteer was [name], and that was a big to-do for this place because it was always the members controlled it and the members ran it. It was basically the Board ran everything. They also hired [CEO]. Through his efforts, he transformed all that. So in development, what did we want to do, this is where we come up with the **mission statement**, **we come up with the website**, and **these other ideas to reach out and broaden the appeal of the museum**, [omitted]. So, along with that, how do you do that? How do you reach out? That was the tough part, to get the Board to do stuff. Because the Board itself, people generally work like me. There's a few retired people on there and how do you reach out? Well, they wanted [CEO] to do all that. So they had one that was good, a fundraiser, and also the whole development thing, is what are Board members there for? Do we just go yes and no on items that come up before the Board? Obviously [CEO] has an agenda and different things [he/she] needs to prove, and is the Board to say yes, yes, yes and then leave? That's not what the Board is about. So another thing that I think most people kind of realize, and it took many years, is that is not what a Board is all about. The main purpose of the Board is to oversee everything, and also to do outreach and to do fundraising. **You want certain people on your Board that have connections. They've had several speakers about it...it was the same theme, you have the circle, "who do you know", and so on**. That is part of the development, in a way, we can't sustain the place just on running the train back and forth. If you want to go forward to accomplish this mission and to maintain what we have, [build and expand], it's going to take money. **I always said, TLCVA: time, lots of cash, volunteers, and good administrators. All those things you've got to have to have success. Plus you need to have something that people want to see. So you can have all that but if it's something that no one wants to see, participate in, what good is it? It's not going to be much of a success. So over the last ten years there was some rough roads about all that stuff and where the Board was going and who was in charge and you have different factions to deal with...there was some conflict for quite a while, not nasty but it was just dissension. People didn't want to go this way, they really wanted to hold on to their little museum. But the problem was funders, the people who give you money don't want the museum going this way, don't want [irrelevant programming]—"If you want to do that, that's fine, but we're not going to give you money to do that. We want it to go over here, broad to the community, make it relevant to people, something that people want to come up and see and enjoy and all that stuff. Be a nonprofit 501c3 don't just be a little group with a bunch of guys playing trains. Be more professional."** **We talked to some of the funders**, and one was Kresge Foundation, we talked to this woman...and we said we're interested in apply and we think we've got all our ducks in order, and she said, "let me tell you, I looked over what you submitted"—it wasn't so much an application but it was a preliminary look-see to see if they would even entertain an application from us—and she said, "some of the stuff is okay and some of the stuff is not there yet. We look for a broad base Board that represents all aspects of the community

Comment [S141]: Current, Board Dev. (I)

Comment [S142]: Current, Planning (I)

Comment [S143]: Current, Community (I)

Comment [S144]: Current, Community (H)

Comment [S145]: Current, Community (B)
Education, Community Relations

Comment [S146]: Current, Volunteer (H)
Current, Staff (H)

Comment [S147]: Current, Donor Cultivation (I)

or at least as much as possible. You don't have that on the Board. You really have no minority, you're all based in [local area]. You want to be a [regional], you're going to have to broaden that out." That kind of hit home to some people, here was this professional woman, head of this big foundation...and what that did was reinforce what [CEO] had been telling the Board, and what 4Culture told us about, what the grant writers had told us about, and it was interesting to see that. Everyone says, "oh, I guess those other people were right." That's tough on all these museums. Because who's in them is old people, they have the time to open from ten to five and run the place. So that was a big hurdle, a bit development hurdle, to get to thinking differently. Sort of a compromise on the restructuring the Board. Rather than being 6 people from the volunteer base only running the place and being the trustees, these are called the executive Board, they enlarged to 10 or 12 or 11. [omitted]

Comment [S148]: Current, Board Dev. (I)

So increasing staff has been significant in the organization's development effort?

Yes because not only [CEO] was hired, we brought on a volunteer coordinator....and then they always had a bookstore person. So we had a couple people on staff, and as they started growing staff, the museum started to change. But you also had to look for more money to pay the staff and you're competing against other nonprofits for talented people. So if someone comes in and you're only going to pay them \$35,000, it's like, "well, I could go to the [other organization] for \$15,000 more." It's a chunk of change and if you can't afford it, what are you going to do? It goes back to where's money coming into the museum and how do you expand it, how do you grow the budget? Because [programming] does not support the museum-- its donations, 4 culture, the state kicks in some money, but all these historical museums, they're all at the trough and there's only so much cash at that trough. So whether you have a little museum...they're all at the trough and they're all looking. There's only so much there. The feds give some but very little, with matching grants. Then, when the recession hit in 2008 these places dried up, a lot of these places weren't giving out any money...some of the [museums] in the railroad field just closed up because, again, TLCVA, and sometimes they lack one of those. If you don't have good administrators, the place is going to fall apart. If you don't have a good volunteer base...The museum base is maybe 500 members. Out of 500, who's active? Maybe 50. Who shows up every week? 6. That's what happens, it's like a big funnel...

Comment [S149]: Current, Donor Cultivation (I)

Comment [S150]: Current, Grants (I)

Can you describe the Board's role in individual donations?

Not a lot, because they don't want to. They don't like going out, saying that they need money. They didn't like that aspect. The county, the grant writers and other classes I've been too—that's mainly what the Board [is supposed to do]. We tried it, and it was very uncomfortable for lots of people.

Comment [S151]: Current, Donor Cultivation (N)
Internal, Board (N)

How did you try it?

We tried initially in a real small group. People who had donated maybe 100 dollars maybe 50, maybe we thought they would donate. We had a meeting at a restaurant [omitted], [CEO] got up and spoke, and...what we did, we sat down with people, told them what we were doing, all the successes and trying to build a [facility] and what are big goals were, trying to keep the train museum open; [we] appreciated support. It's really, that whole thing, it's really schmooze, and then the hand comes out. That's basically what it comes down to. You schmooze and ask. And the Board members were really uncomfortable

Comment [S152]: Current, Donor Cultivation (I)
Current, Events (I)
Internal, Board (I)

doing that. They said, “Well if people want to donate, they should donate, and I don’t want to go ask.” People didn’t like that. And yet, no matter how many people we had before the Board for these once-a-year training sessions, all of them have said that’s part of the Board’s duty—to go out and fundraise, and go out and make contacts.[explains diagram of contacts] That was really hard for a lot of people.

Then the second time, one that was very successful—at least I thought—they had this guy who wrote the book about [omitted] and that, the room...it was full of people and they had singers, they had a nice presentation, they had this guy speak, they had a variety of stuff. What it comes down to, people don’t mind donating, but they want to be entertained. They want something back for their money. What I did is bought a whole table, there were 10 chairs and I bought a whole table. I think it was \$1,000, or something like that. And I bought a whole table because I invited my friends up, and I thought, “okay, if I can get them to come up, and get them interested, they might make a donation. If not, you’ve got to grease the skids a little bit, you’ve got to schmooze, get them used to the idea and you’ve got to invite them and make the appeal. Then, the hand goes out.” It’s tough for a lot of people, but anyways, that one was, I thought very successful. I don’t know if they made a lot of money on that. But it was nice, they had a nice Powerpoint and all that stuff, so that was really good and professionally done.

Comment [S153]: Personal, Giving

Then they had another one at the [restaurant], and they tried this again. Because again it goes back to these, not so much funders, but the folks who are in the field who know how to raise money—there’s a whole science in raising money stuff it’s amazing. I know a couple of people in it and another friend of mine, she’s really wealthy and she donates to theatre groups. And she gets all these phone calls, she’ll say, “oh they just want some more money, I can write them a check.” Anyway, there’s a whole industry on raising money. So this one here was at the [restaurant], and they had a little skit and stuff like that. I didn’t think it was as well put together as the first one. And then they had a little play [omitted]; the Board came up with the theme, [omitted]. That was the overall broad concept we came up with and then we had these derivatives for different fundraising. They’re recommended twice a year. So, again, we started off small, we did a couple, we did okay—kind of made people uncomfortable. A lot of people don’t want to go to [museum location] at night time on a Friday or Saturday night, they don’t want to go to a fundraiser. They’ll come into downtown and stuff like that. So I said, “Well, where are the funders?” You know, if they’re downtown, they don’t want to drive 30 miles... they were going to have another one, if I remember, and they cancelled it because the tickets didn’t sell real well. [CEO] said that when you looked at it all over, we really didn’t make that much money. For the amount of time and effort and energy that went into it. The other coin of that is as you do them, as these advisors kept on saying, you get better at it, you get more professional at it, and people feel better about coming and better about giving money and stuff like that. And so [he/she] kind of put a stop to all of it, and the Board kind of agreed. They said well this is what he wanted and this is okay, but where are we going to get the money. So what they did is they started to concentrate more so, not that they weren’t before, on writing grants. [CEO] writes a lot of grants. They did hire a grant writer he helped out initially. You can online, there’s different foundations, [omitted], some give more than others...so they kind of concentrated more on appealing to that stuff, because the Board really wasn’t going to become Avon ladies and push doorbells asking for money. It just wasn’t there yet, it’s not the type of people that are one that Board. They also had a hard time finding people to be on the Board from outside. A lot of people are busy with other

Comment [S154]: Current, Grants (I)
Internal, Director (I)

stuff...these people who you wanted on the Board, who would help with [foundation] grants and other ones too, because they wanted to diversify the Board—not for the sake of diversity but for the sake of representing what the community represents and who’s in the community and stuff. Rather than just having people from [locale]. They had a hard time getting people [due to location]. The other thing, the development stuff, they wanted to do more subcommittees. Because that place is run by the Board as a whole. The whole Board meets over everything, so there’s really no subcommittees. They started doing that about a year ago. Like, a finance subcommittee, collections care subcommittee, but it’s really not formal, it’s just kind of there. Again, it’s everyone meets once a month to go through the agenda, discuss everything, and then get out of there. And some of them volunteer at the museum and some don’t; some give money and some won’t. And I even, a couple of times they were trying to raise money for something, and I said, “Okay, I’m going the challenge the Board. I will give \$500 provided everybody on the Board gives a donation, to whatever the thing was.” I will do that, but I will not give \$500 unless we have 100% Board participation. So Susan was good, she made a few phone calls, and couldn’t give everybody on the Board to give. Some of the Board members said, “I give enough time up here, I don’t want to give any money.” [omitted]. there are not a lot of wealthy people on the Board. They’re working class, retirees a few. But, all I said was that they all they had to do was give something. They could have given \$0.50, they could have given a dollar, and they would have met the challenge I had. I didn’t stipulate how much they had to give. All I stipulated was that we had to have 100% Board participation, so that when we went out to the members and said yeah the Board financed this, and the Board had 100% giving, so that’s why we’re asking you people to give to. [omitted].

Comment [S155]: Current, Board Dev. (N)

Comment [S156]: Current, Board Giving (I)
Current, Board Giving (N)
Current, Volunteer (I)
Current, Volunteer (N)

Comment [S157]: Personal, Board Engagement

So we said, “What else can we do to get people up here enthused about what we’re doing?” So initially they had the [new building], the conservation building dedication. They had a nice, a pretty good turnout. People are real proud. They did a lot of good things up there. People gathered, they had the dedication, they had these senior members come in and cut the ribbon, a lot of symbolic stuff, but people like to see that. The building was finally up after 10, 15, 20 years of talking about it. All of these hurdles that were thrown in the way, the internal dissention within the museum, different factions want the museum to go different places, people bailing out of the place, and there was a lot, a lot of problems. So I got the idea, when they open the train shed, we had a ...you got to do it with grace and style, you got to put a little pizzazz into this stuff. He’s very, kind of a black-and-white guy, engineer king of thing...so I said, let’s have a ceremony where you get the mayor, you get the president of the Board of Trustees, [CEO] could be there, maybe one or two of the bug funders could be there, and do a shovel thing—breaking ground for this [building]. And they had a big crowd, which was nice. They took a photograph of all the volunteers, everybody who was there, and they said, when the building is complete we want everybody to come back who can and we’ll take another photograph to compare it. So they had the groundbreaking, then they had the building finally getting open, then they had the grand opening. They did...and I said you got to do all this stuff. It’s fluff, but fluff can make a big impression on people rather than just a handout. Do the fluff. You got to get the banner, get the train looking nice, clean the caboose and everything, and have the train go through this barrier and it breaks the barrier... then they had the dedication and all that stuff, and I said okay, I was down in Union Station in Seattle, and they had the hundredth anniversary of Union Station. They had this band playing... and they play all this stuff from the 20s and 30s and 40s and stuff like that, and they’re really good. They’re a

Comment [S158]: Current, Events (I)

brass band, there must be 15 of them there, and I was impressed with them. They were right on [street] playing...and I said, I tell you what, I'll hire the band, for the dedication so we can do it up, like my friend said with grace and style and kind of first class. I said, this is my contribution, to get the band up there. We'll tell people, there's going to be a band, there's going to be music, and stuff like that. So I [made the arrangements]. They showed up and they were playing all these crazy songs from the 20s...they were really good songs, and they had the music going. People came and they had a little bit to eat—you always got to have food, that's part of our culture, you got to have something to drink...balloons, you gotta have signs. I couldn't believe they couldn't think of this stuff—I'm not even in the field. And I said, we got to have someone say some kind of benediction, the mayor can speak, [County]—they send someone, the local rep, they asked me to speak. So, there's this dedication...there were three big events for this one building. And they got better at it. People remember the music, they had good food, and the chit chat and stuff like that, and I think that the train took them out and back and they raised some money that way, too. That's all part of this development stuff. It was a hoot, I really liked it. It was good. But I can't fund it all, I'm not that rich.

Comment [S159]: Personal, Events
Personal, Giving

Have you done a lot of events?

They try to do events, yeah. Some small, they've got some big. They stopped it because they thought they weren't making enough money on it. The cost ratio, it was taking too much time off of the staff. The other thing for fundraising, which they did since 1967, I think, is the [program]. And they've been doing that every year since [1967] [CEO] can give you the dates. And that's pretty much been sold out, by word of mouth. I work it sometimes, I was up there a couple of weeks ago. People will come back, and sometimes they were [there as] kids and now they're bringing their kids or they're grandparents now and they're bringing their grandchildren. That's one of the biggest fundraisers for the museum, [omitted]. It's exposure, and that's what the museum always wants, more exposure. People are having a nice time and enjoying it and go away happy or at least pleased that the money they spent for the ticket was worth the price of admission, and what they go out of the event was worth the price. Maybe ten years ago, I don't know if it was quite that far back, [CEO] came up with [program]. We have to appeal to more stuff. Just the [programming] ain't cutting the budget...we're not going to survive, especially if we want to build the CRC and the train shed and the library. And the funders, there's only so much money there, too. And everyone's got their hands out to these funders. So what do we do to get the museum more exposure? [omitted]. So we started out with [program] and we started making quite a bit of money with that. [omitted] Then, the city [has festival]. So [CEO] came to the Board and said, the thing is practically dying out, there's some scandal, the money, it was not...and there was liquor involved. It was just a big old party, people getting drunk and stuff like that. So he said, the museum can get involved and we'll run it and get some more exposure for the museum. We'll probably make some money, because people will come up and buy stuff at the museum, ride the train, all that kind of stuff, it'll also be a community event. And so by doing that, they changed that, too. That was probably the last five years. That thing changed around perhaps to what it was 30, 40 years ago...the museum stepped in, and the money that they were getting from that basically paid the Marketing Manager's salary. So, [CEO], when you talk to him, he's always looking around for some place to get money. These places are on a shoe string, they're always starving. So anyways, that was something else, the [community festival].

Comment [S160]: Current, Programming (I)

Comment [S161]: Personal, Programming

When I was up at the Montreal conference, two people, one from the UK comes in from the AUCK(?) Railroad Museum, I think it's the largest railroad museum in the world. She comes in, she was good. And this other guy, [CEO] could give you the name, he's a museum fundraiser guy, he does have an office here in Seattle but he's based out of England. Both of them, as well as someone else who spoke...what was the first thing they say about museums? Who's the people you got to appeal to? Women and kids. Why? Because even in today's society, the women, basically, in a nut shell, the women control what the family's going to do on the weekend, usually. So the women typically are still the homemakers, and they're working and all that stuff and the roles are changing, but generally, this is generally. They did a survey, the AUCK railroad museum, and this guy, and this other railroad museum...who was coming to this place and why. And it was women and children coming for a day out, or bringing their kids so the kids can learn something. And of course who tags along is the husband. Who's on a lot of those trains on the weekends and stuff like that? It's the grandparents bringing grandchildren. Typically the grandmother bringing the grandchildren and Dad kind of tags along. It's not a hundred percent but that was the vast majority—could have been 60 or 70 percent. So you've got to appeal to women and children first. The railroad museum, the railroad buffs, there's not enough of them to support it, and many of them come, take a picture, and then leave. Who's coming, buying the trinkets, buying the toys, bringing the kids, bringing grandma and grandpa, buying the Santa Train tickets and all that kind of stuff, typically its the woman who controls that or makes suggestions on the weekends. After they said that, I thought back on all those weekends I'd been up there and I thought, "you know, there's usually many many more women and kids than there are guys". The few guys that show up, they're tag-alongs, few of them are interested in what we're doing. The other guys that show up are rail buffs, taking pictures and leaving, and there just aren't enough of them. So you go to these museums, and look around at who's there. And I think, growing up with my mother [personal story through 34.39] So that was kind of interesting, I thought. So you may see that when you get out in the field and stuff.

Comment [S162]: Current, Community (I)
Personal, Community Relations

And so what do you do with [program]? What does that appeal to? What does [program] appeal to? [omitted]. It's family, family stuff. That's what these museums have to keep on appealing to. Because that's who comes; it's the families. They come up, they can bring the kids, [omitted], all that's family-oriented. Are they interested in [museum topic]? Yeah, somewhat, they have an interest. Maybe [omitted]. Great marketing, these things are. They come up, the grandparents come up...most of the time in the summer time, like on a Friday, it's grandma, grandpa, and the kids, or ma and the kids, dad's usually working. So it's interesting to see the dynamics—is that's what you'd call that—demographics, I guess. So when you go to a museum, look around. So anyways, the [community festival], they try to [participate], to reach out, for development. These other things with the fundraising, it kind of went like...we started off small, we thought it would take some effort but we could get it going. They had this one...I can't remember because I didn't always go to them. I would buy tickets and I would tell the volunteer coordinator, "give them to someone who can't afford to go. But I'll but the ticket, take the tax write off." I know it's going to be said, and they can go to the museum and they can tell another friend and all that. So they did that a few times, and then that nice one where they had the guy talk about Wellington, that was really a good one. And then they started...then the one at [omitted], it was okay. There wasn't much food...and of course, what happens is it is expensive to put those things on. You've got to rent a room...we got this theater group, and they were bad and the food [was not] good either,

Comment [S163]: Current, Community (I)

and so it doesn't leave a good impression. And I gave some feedback on it, I said "I know a lot of work went into it, but it wasn't as good as that one about the Wellington." It's just that one was really well put together.

Oh, you know the other thing they do which is development too, these [showcases]. That good reach-out, it's also exposure, it's talking to people and stuff like that. And, they had a big one, it was [name]. It was down in Oregon. And so the museum didn't have money to send anybody, but the organization—it's huge, it's [at] like a big convention center—they invited us down. They said they would give us a booth for free if we would come down. But if you were selling or anything, they would charge you. [omitted]. So I went down, I paid for my own train ticket, I paid for my own hotel, and I brought a suitcase full of crap, I mean outreach material—brochures, trinkets, whistles, all kinds of... I said, you've got to have this stuff, people want to take something with them, whistles, little things. We aren't selling anything but we can give away stuff with our name on it and our website. So I went down there for the whole weekend, and why? Because it was part of outreach, part of getting exposure for the museum. Because who else was down there? [Other museums.] If they were down there getting exposure, we can get exposure too. [omitted].

Comment [S164]: Current, Community (I)

And then, what was the other thing we did? I go to the shows, I talked to [County] with [Board member], we did a presentation there, [omitted]. But, most of the folks on the Board, they're not there yet. They...I think they're genuine that they're supportive of the museum and they believe in what it does and all that. But they'll say "We're not there to glad-hand people and chit chat and shake hands. It's just, they are not that type. I say, "Come on, you've got to help out." [They say,] "No, no, no, I don't want to meet people." They're kind of timid.

Comment [S165]: Current, Grants (I)
Internal, Board (I)
Personal, Grants

So that's some of the stuff we did. Ahh, formal education or training? Well, [I] listened to those advisors talk. That was eye-opening—listening to the funders come in and talk about funding and what's required...it's not just like filling out a job application, it's not like that. They want a lot of stuff. The funders came in and what was the first thing that they asked? [They ask,] "Who else gave you money?" What was really nice is 4Culture, they were the first one to actually give us some money... the old expression "success breeds success"—that's what happens. Because then they might give you a hundred dollars, and the next time give you five hundred and the next time give you a thousand if you prove what you did with the money and you didn't squander it or waste it. And all of the sudden—what some of the grant writers told us—once you start getting the funders, you start getting two or three grants approved, money will start coming. And sure enough it did. And in a nice way until 2008 when the recession hit. Not that we were loaded with cash but we had a track record of success. We went to [lists Foundations] They chat amongst themselves and things like that, and they sometimes would give use money. [One president of a foundation] wrote a personal check. He said, "My foundation doesn't do historical stuff but I believe in what you're doing" and gave us some money. So, that was interesting, to see what these advisors kept on telling the Board over and over and over again is actually coming true.

Comment [S166]: Education, general

And then we had a woman, she was really good. She's from over by Creek Falls, Montana. She disperses grants or something like that. She was really good. I said, "[Director], you got to get her to talk to the Board." She was good, she was a dynamic woman. She had that pazzazz and she knew what it was to

give and she was talking about the same thing that the advisors talk about...so I would come back with [CEO] and we would tell the Board members, and what do they do? [They said,] "Oh, that's nice." [CEO] I know gets a little discouraged sometimes with the Board. Sometimes I get discouraged too, not as much as [CEO]does. Because, you know, they're all up there, they're doing what they can, and we have such a hard time finding Board members. How many times you reach out, how many people we've asked, how many different ethnic backgrounds and stuff like that. The ones you want are busy and on other Boards. And other times it's people you really don't want... You want people who have connections, who have money, who can support the museum, and believe in what you're doing of course too. You don't just want some Joe Shmoe off the street, those are a dime a dozen. So anybody can vote yes or no, you want people with connections...

Comment [S167]: Current, Board Dev. (N)

Anything else? Let's see, I give money, I've done things with the public, I try when I can...I'm really busy and don't have a lot of time. When you want something done you ask a busy person...so I try to do as much as I can because I don't mind chatting with people and stuff like that. And I always like to listen to see what they have to say about the museum, [omitted]. If it wasn't for [CEO]pushing the Board and [CEO]coming up with some of these ideas and attending these seminars, the Board would never have gone as far as it has. Does it have a long way to go? Oh yeah, definitely. Has it come quite a bit? Yeah, it has.

Comment [S168]: Current, Board Giving (I)
Personal, Giving

Comment [S169]: Current, Community (I)
Personal, Community (I)

Interview 10: Organization C, New Member

Can you describe current development efforts?

We are ours is pretty well-defined. We are building out our physical plant right now, and that's really the focus. It's a capital-intensive project so it really takes up most of the...that's the focus. We don't really have multiple projects, just increasing that physical plant in order to be able to provide a better rounded story that we can tell. We have these huge artifacts, and having a place where we can appropriately display those and preserve them has been the focus for as long as I've been on the Board. There's really three different phases of what we're doing, and that long term plan was really drawn out before I got on the Board, so it's really a matter of seeing those steps continue. So that's what I think the focus is and that's where we're going, to be a well-regarded, highly-esteemed historical organization that tells a story, of course continue to operate the functional railroad and provide people who don't know about the history an intriguing way to hear that story and continue to develop that story.

Comment [S170]: Current, Capital (I)

Comment [S171]: Current, Planning (I)

Comment [S172]: Internal, Board (I)

Can you describe the three phases you mentioned and where the organization is within that process?

First phase was [Building]. That's really where the [collection care] can happen. And that's complete. That was a building a building, as you can imagine, it's got to have rails that come into it, a place that you can store x number of cars while there's active rest work going on and then the shop that goes with it. And that's complete. And then the next phase is to build a storage shed, a train shed, that can house a lot of...there's four tracks in there where we can house a lot of the critical artifacts and get them out of the weather. That phase, I would say substantially complete—the building is complete, we've had some events in there, we've got it full of [collections] right now [omitted], there are still, probably still, some finishing things in terms of display where people can come in and have the narrative told. Right now it's a storage shed for all these artifacts as we move along on these. So I'll call that complete. And then on that same campus, the next phase [omitted]. So that's the next phase and we're securing funding on that, and that's where we are.

So those are really the three phases, and then there's the dream phase that's out there, [description of additional building]. And that could be...you know, some of those things are just opportunistic I think for all museums. [omitted]

Can you describe the internal development process?

You know I think for this organization, we have such a strong director that's been a long term director, and this, I think, was probably his vision that he brought the Board along with. I would view him as driving the vision, or the mission vision. He's really the one driving that. The role of the Board really is I think a sounding Board for that vision. Our Board is made up of a very eclectic group of people, some of whom have been involved with the [museum] for...they were founding members [omitted], so there's that crowd [interested in museum subject]. Then there's people like me who've, you know I've been on the Board for four or five years, I own a movie theatre so I don't know anything about [museum subject]. But I bring a community perspective to the Board. So I think the Board is a good sounding Board both from an institutional memory and rather detached relationship across that. So I think that

Comment [S173]: Internal, Director (I)

Comment [S174]: Internal, Board (I)

Comment [S175]: Personal, Community Relations

really gives [CEO] a good sounding Board for the direction that things should go, in the big vision—he really drives.

Can you talk about what it was like to join the Board in the middle of the campaign?

Well, each step of it has been separate capital campaigns. We had the campaign for getting [building 1] completed, and then getting [building 2] completed, and then—talk about opportunistic—we get this, out of the blue, opportunity to have this [artifact]. It needs a ton of restoration and a ton of money. Well, there's money out there for that. [CEO] is a good grant writer and he...these things are perking along...but he was able to go out and secure money through [names sources]. So then these other things are cruising along but then you've got this other piece. What was the question? I'm off track.

Comment [S176]: Current, Grants (I)
Internal, Board (I)

How was it joining the Board in the middle of the campaign?

It was interesting coming into it because the vision was an un-funded great vision. The first piece of it was completed and operational when I came on, and then [I] really was involved in the ground-breaking part of the [building 2] and the fundraising part of that. The bulk of that fundraising was through grant money. There are a couple of larger benefactors that [CEO] has relationships with. We as a Board are not great fundraisers. The bulk of the fundraising comes through [CEO's] grant-writing and contacts.

Comment [S177]: Personal, Event

Comment [S178]: Internal, Director (I)

Why do you say that the Board is not good at fundraising?

Because I think that there's a group of people on the Board with means to make personal donations. I don't know that we have...part of our Board development needs to focus on—and that's what we want to do is to raise money in that fashion—through benefits and donors, then we need to diversify our Board, to have people of that ilk and run in those circles. Right now we don't have people that run in those circles. The people that we do have as benefactors are really [subject] buffs, they're not really running in these circles. So that part of it, the bulk of the money that's raised is raised through grant-writing, and that's really what [CEO] does.

Comment [S179]: Current, Board Giving (N)

Comment [S180]: Current, Board Dev. (N)

Can you describe your role in the museum's development process?

Really, the truth of the matter is, a lot of it is going, "Good job [Director]" because it was funded by grants that [Director had] written. We didn't go out and have museum benefit dinners to raise the money for that. That came through...our role in it was making the decision about what we could take on in terms of a mortgage and the loan funding and how much, based on our operating revenue, could we afford to spend on a mortgage, on a monthly amount that you're going to have to be responsible for.

Comment [S181]: Current, Financing (I)
Internal, Board (I)

Does your Board have committees?

There are listed committees, but they're not functional like they are...I'm on a different Board and there's committee meetings and the Board meeting is a report on the committee meetings. This Board is not like that at all.

So the financial decisions are made as a whole?

Right.

Is there anything else in terms of your role you would like to mention?

[omitted] There are always issues in [city] and the relationship between the museum and the [city] has been strained at times. So I think what I bring, because I am in the city and own two businesses in the city and I have relationships with the government of [city], that's really kind of...I play more of a liaison role there. That's what I contribute.

Can you describe any formal or informal education or training you have participated in while on this Board?

I'm going to say one more thing about...you asked about how the vision and goals are set out. We do have an annual retreat meeting where we spend the day. Every year at the end of the retreat there's some kind of professional that comes in, they talk about roles and responsibilities of the Board and what a Board member should do. One time it was someone who came in and talked about the [acronym]. They talked about the opportunities and how to do an analysis of what you want to be, what people think you are, what threatens you. So there was that kind of an education or seminar that helps you formulate your thoughts about how to think about what you're going to do next year, instead of just going willy nilly. And then we had somebody come in last year, it was a prof that came to talk specifically about our type of museum and how to set goals and things like that. And then we've had people come in from other museums, there's one down in Renton who is the director down there and came in talked about what she did with her Board and so forth.

Comment [S182]: Current, Planning (I)

Most has been about planning and vision and working together?

That's correct?

Anything else you would like to add?

I just don't know where you would be, how you would fulfill the vision that we have, without public money. There's just not, I can't picture, that you could raise that kind of money without public grants and things like that. I think its...we have found it really difficult to run the traditional route or—or the perceived traditional route of—running an annual benefit where people come and what those steps are to really reach the people who are benefactors. It seems to me kind of hit and miss, you know. It's a, they contact you or Richard kind of traces things down, but it's a tough market out there.

Interview 11: Organization C, CEO

Can you describe the current development efforts at the museum?

We've had some split loyalties. First of all, we have a long term development effort that we've been working on since 1999 and we've been doing it in what I euphemistically refer to as bite-sized chunks. This is the result of some planning work that was done in the early 1990s that the museum did not originally act on. We later refined it and with help from a [county] grant, developed a new long term development strategy. We decided what our biggest weaknesses were as an institution, the things that were lacking, that prevented us from being sustainable. One of those items was having an over-sized collection, too much to reasonably care for. But the biggest issue was not being able to provide appropriate basic preservation for almost anything in the collection except for photographs and books. So our development efforts centered around [building 1] and [building 2], [omitted]. We initially, unfortunately, met with some challenges in the permitting work for it, but the development was to fund these facilities, which initially we thought would be, oh, \$2-3 million. We're already in for about \$8-9 million and we're not done. So that effort has been in little chunks, if you will, over that period from then till now. We're on a brief hiatus right now and we're just in the silent phase of the final phase of that original concept. So we have [building 1] that opened in '06, [building 2] which opened a year ago September, and then the third and final phase is [building 3].

Comment [S183]: Current, Capital (I)

Comment [S184]: Current, Grants (I)

Comment [S185]: Current, Planning (I)

Comment [S186]: Current, Capital (I)

Do you consider this a single campaign or separate pieces?

I guess it technically is a capital campaign. What we had in each instance was an objective. The first project, we had originally set an objective of \$800,000 and in an ideal world everything would have worked out just fine. What happened is we ended up with community opposition to the project. The Board and the museum in general had not fully done its homework in terms of what the community issues may be, and we ended up in litigation. That is, there were people locally that actually sued the museum to prevent any facilities from being built. As a result of that we ended up with a lot of stipulations and conditions on the development that made it I guess in the eyes of those that opposed the project, made it financially unviable to proceed. But I've undertaken impossible tasks before, so instead of walking away from it we simply designed a much more elaborate project. So, from \$800,000 up to \$2.3 million to meet all of the stipulations, and we pulled it off.

How did you reach these goals?

Well I guess the sources of funding include public government grants, foundation grants, individual support, and then fundraising-type activities which for this museum, for my involvement, became a process of developing a museum program that would have retained earnings, if you will. The [program], for instance, I'll just tell you, we will gross [\$x] for [n] days of operation. For a heritage museum, that is really significant. This one event, we're generating an amount of money that is like three times the size of the next largest heritage museum on the east side, just with one event were able to use part of that retained earnings from the event to service the mortgage, so we close the gap on the mortgage which is possibly at odds with how some folks would do development work, but I also have my feet in the business side of things and we looked at it in terms of running a business. So we borrowed x number of

Comment [S187]: Current, Grants (I)

Comment [S188]: Current, Donor Cultivation (I)

Comment [S189]: Current, Programming (I)

Comment [S190]: Current, Financing (I)

dollars and its costs us y dollars of interest every year and we looked at the y dollars as being the equivalent of paying rent on the facility. And I think it was a sound decision. Naturally none of us wish we were paying a mortgage payment, but from a business standpoint it allowed us move forward. In other words, our we were pretty much accurate in the amount of money we thought we would raise. It was probably pretty realistic. And then instead of saying we'll just downsize the project and then it just won't meet our needs, we decided we have to do something that will at least minimally meet our needs. We decided to size the project based on minimum requirements and then close the gap with dead instruments. That doesn't work during times of high interest rates, but when the interest rates are only five or six percent it actually does work.

In general, we meet our operating costs with the revenue that we generate. We are a probably just shy of it. I would say for the purposes of what we are talking about here, we are revenue adequate for being able to meet our operating expenses with our operating income. In other words the earned income meets our operating expenses or operating obligations. It does not, however, meet our capital obligations. When we're talking about capital, we're talking about maybe 20% coming from sort of program activity and the rest being...we probably need to talk a little bit about other projects. Our world of capital is very different than the world of capital for [other museum]. We're talking about facilities where our budget ended up being millions of dollars, but we do large projects here all the time. We did, we've done, more than a dozen of them in the time that I've been here. And they've all required varying amounts of fundraising, of development work. For instance [example description]. That was fully funded with just grant funding. The [current project] that we have going now that we're just going to wrap up, that's been a combination of private foundation grants, public grants, and individual donations, and a small amount from the operating budget of the museum. That's a \$400,000 project. So we have those kinds of projects on an ongoing basis and they're being done simultaneous to the efforts on development facilities. What gets a little confusing is that technically, big collections care work, like [example], it's not a capital project because accounting projects say that's actually an expense in collections care. [omitted]

Comment [S191]: Current, Programming (I)

We are striving toward gap compliance generally accepted accounting principles. That's actually a lot easier to say that it is to actually do, and I would say that very few museums actually achieve it. It's a lot of work; you have got to know all these rules and you've got to treat things in a certain way. Particularly when we have an operation like we have with this bizarre mixture of collection objects that we actually use and operate and generate revenue with and collection objects that are traditional museum objects.

Comment [S192]: Current, Financing (I)

Can you describe the internal development process?

Typical of many smaller and medium-sized institutions, too much responsibility is in too few hands. Could that ever change? I don't know. The Board was involved in the strategy, they've been kept intimately informed of everything that we've done, how successful we've been or unsuccessful, as the case may be. They've offered great advice. They've participated sometimes more actively than at other times. But they're fundamentally community volunteers and so a lot of these things have evolving requirements that are not just one or two meetings, there's all of this research that has to be done and questions that have to be answered, lobbying that has to be done, and its proved to be quite difficult to

Comment [S193]: Internal, Board (I)

Comment [S194]: Internal, Director (I)
Internal, Board (N)

Comment [S195]: Internal, Director (I)
Internal, Board (N)

keep the Board fully engaged in that process. Although we still continue to try and do that, the reality is that, what has evolved for us, is that we've grown our staff to manage the best for us. So we have our staff involved in one aspect of it or another. For instance, we have one of our events is...a community festival and we get some support from the community. It's a strategy from getting support from other businesses and other organizations in the community. So [staff] is in charge of that event. I support that of course but I'm not actively going to get vendors involved and that sort of people. We're spreading the load out with the different staff members and the vent of course is the community festival and we want the event to bring a lot of people into the museum, but it is a part of our support structure and the awareness in the community. [omitted]. Back to the Board, then, the Board certainly is expected to be engaged in the process and we have had varying degrees of success. We have had some Board members that really get it and they obviously we don't have to disclose their names, but they get it and they are on our substantial donors list. And then we have other Board members that buy a membership and they attend the meetings, and they ask questions, and that's the extent of their involvement. That is a hard road to walk, to get people educated about the role they should be playing, despite an interview process that we engage in before people are actually appointed or elected to the Board. I think it's a difficult process to explain to people.

Comment [S196]: Current, Staff (I)

Comment [S197]: Current, Community (I)

Comment [S198]: Current, Board Giving (I)
Current, Board Giving (N)

Comment [S199]: Current, Membership (I)

Comment [S200]: Education, community

Do you think that they understand the expectation to give?

I think they don't understand what that means. I think a number of them still equate giving with spending time at Board meetings and buying a membership. How do we overcome that? We're still working on that. It's much less of a problem now than it was, so we're actually improving. Whatever we're doing seems to be working, we have more Board members now that could say fairly that they're giving within their means. Because at one time I think it might have been as few as one Board member that was giving within their means. But that being said, I'm not sure that "give, get, or get off" works for an organization our size, because one of the big things that we get out of our Board is the community connections. How do you really put a price on that?

Comment [S201]: Internal, Board (I)

Do you have other expectations from the Board in the development process?

We've made it clear that we expect our Board members to support our major events in some meaningful way. Even attending the event to help greet people at the gate—something. It could be different for everybody. But for many of them, it can be coming and helping run the event, because there's a huge human resource requirement. [omitted] Is that a great use of a Board member resource? Not necessarily, but it's also not a bad thing because they can understand what's involved in raising various sums of money.

Comment [S202]: Internal, Board (H)

Can you describe your role as CEO within the development process?

I write nearly all the large grants. I've brought in about \$8 million in grants.

Comment [S203]: Current, Grants (I)
Personal, Grants

Do you have any role in working with donors or external organizations or businesses?

It's evolving into more of a staff responsibility because the Board members simply weren't following through on it. That's where, that's been a difficult and sensitive topic. We've had some connections with some awesomely successful people through our Board and tried to get those Board members to actually follow through and tell the people about our projects, let alone actually meet with them and ask if they can actually support something. It has not been terribly successful for us. Most of those individual connections have been at the staff level, with two people on the Board that have chosen to get involved in that. Frankly it's probably one of the major points that is keeping us from the next level, to be able to release that kind of community support for the project, the projects that we're doing here.

Comment [S204]: Internal, Board (N)

Can you describe any education or training the Board has received on fundraising or development?

We've done that regularly. We've had folks like [Person 1], and another respected museum director, [Person 2] has come up to do some sessions. [Person 1] is great, [he/she is] a grant-writing, fundraising consultant based in Seattle and very good at connecting with people. We've had some other folks out too. [Person 3], I think, was a connection through the state, Washington State Heritage Society's outreach program, and I'm afraid some other folks whose names escape me right now. Be we have tried to regularly do Board sessions, generally on a weekend for 3 hours on a Saturday or a late afternoon with dinner. Typically a 3 hour session, that seems to be where people's eyes glaze over, after three hours.

Comment [S205]: Education, general

Comment [S206]: Education, general

How often?

We try to do a major session every year.

Is there a particular focus for the sessions within development?

We always try to start out with generalities. Every year, there'll be somebody who hasn't, who's new enough on the Board that they haven't had that introduction. So, there's always a little bit of a song and dance at the beginning, that serves as a reminder for other Board members, and then we get into a particular detail about some sort of thing. The last one was...I think was last February or March, which is generally when we do the sessions, and I forget what the details were. But, it was a very good session and actually several of the Board members rated it as among the rest.

Is there anything else you would like to add about your museums development?

Well I think our strategy that I continue to think is sound is to look at multiple sources of funds to make the museum successful and to be very out of the box in terms of thinking how those resources can come to us. So, it might involve exchange of services, it might involve a gift of services, it could involve leveraging. We're not beyond providing services for other museums and allied organizations. We've done a little bit of that. [omitted]. That's really the solution for funding the museum, we think, is a variety of sources. So its grants, it's donations, public funding, private funding, it's earned income, and it's dead instruments. One observation is that in small museums, dead instrument seems to be a bad word but if we look at the balance sheet in many of the large institutions in the region, that's what they've done.

Comment [S207]: Current, Programming (I)

Can you define “dead instrument”?

Taking a mortgage. Whether that's a housing finance bond or taking a conventional mortgage from the bank or whether it's borrowing money from some of the museum's benefactors and paying it back at a stipulated rate. I think there's a place for it, I don't think it's something that should be taken lightly, but I think it's important to know that there's good debt and bad debt. Good debt for the average person, they would be able to understand about buying a house that is within their means and needing to take a mortgage that they could service with, say, 25% or something of their salary. For a business like a museum, of course, that percentage is much, much lower than 25%. Necessarily, I couldn't say what it is for a given museum, for us that number is less than seven percent that it has to be of our operating budget, or it would cripple us. I think that for us it's working and right now even with the economic times we are going through, we don't have any regrets because we've got some facilities out of it. But I don't think it should be used as an excuse to not do your job in the more traditional ways of funding a museum.