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Fistula survivors learn to handcraft jewelry in Uganda.

WSPN mission:

Offering support to development professionals and advancing philanthropy since 1986.

Can the Performance of Donor Relations Staff Be Measured?

By Penelope Burk, president of Cygnus Applied Research, Inc.

Chief executive officers and managers often ask me whether donor relations matters. As employers and supervisors, they are asking two important questions:

1. Can the value of donor relations (and, by extension, donor relations staff) be objectively measured?
2. Are those measures reliable indicators of fundraising success?

In both instances, the answer is a resounding “yes.”

In its broadest sense, the field of donor relations includes anything other than fundraising appeals. From thank you letters to donor recognition events, from update communications to impromptu phone calls, donor relations encompasses a wide variety of stewardship activities which fundraisers say contribute to building solid relationships with donors and which their bosses hope are worthwhile investments of time and money.

In the big picture, **donor relations is singularly responsible for fundraising profit.** The majority of donors, when giving for the first time to a particular cause, make contributions that are, by their own admission, *not generous within their own means*. When the cost of acquisition appeals, processing gifts and issuing receipts is taken into account, many of those first-time gifts actually net out at a loss. It's what happens *after* donors give for the first time, which determines whether fundraisers will be able to turn their break-even or net loss acquisition efforts into sustainable fundraising profit.

(continued on page 8)



EIGHT IS ENOUGH

Peter Drucker may not have been quite this rigid, but he would have been close. “We want to cut to the chase,” writes Kevin Starr in the *Stanford Social Innovation Review*, “and the tool that works for us is the eight-word mission statement.”

Starr directs the Mulago Foundation, an organization that funds scalable solutions to big problems, and he doesn't want to encounter a lot of verbiage, or words like “capacity-building,” from the people asking him for money. He wants something simple.

“Why eight words?” Starr asks. “It just seems to work. It's long enough to be specific and short enough



(continued on page 9)

WSPN mission:

Offering support to development professionals and advancing philanthropy.

WSPN core services:

EDUCATION, NETWORKING and ADVOCACY

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We invite your membership. Annual, non-transferable dues are \$40. Register online or make checks payable to West Suburban Philanthropic Network and mail to:

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President's Message

Gratitude

Usually, each year as the holidays approached, my husband and I discussed how we wanted to give. We talked about to whom we wanted to give gifts and to which charities we wanted to make a gift. We talked about our budget and then started brainstorming gift ideas and deciding where to make our charitable donations.

Once we had our list, I thought about what new community we could shop in, what new shops in downtown Chicago we could explore, and whether or not I could convince him to visit a new antique store or two.

But then, a few years ago, we had an epiphany. It dawned on us that we needed to spend more time on the "grateful" part of gift giving and less on the "purchasing" part.

This is what I mean.

What are you grateful for? Your family, faith, friends, profession, job, education, freedom, home, pets, clean water, love, support, colleagues—the list goes on and on. How, beyond giving gifts and donating money, can we show our gratitude for these blessings?

Well, maybe by looking someone in the eye and saying how much that person means to you. Saying the words of gratitude for our blessings is powerful. And actions are even more powerful than words.

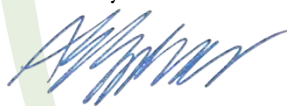
What might a person do for your charity? How might someone show gratitude for their blessings in work with you? By volunteering in a homeless shelter, teaching someone to read, cleaning up a local pond or mentoring a student? Help people connect easily with your charity, and appreciate them when they do.

I'm grateful for my profession, and my service on the WSPN board of directors is how I show my gratitude. My colleagues on our board give us the gifts of their time and talent, thoughts and action to demonstrate how they value you and our common profession.

I am personally incredibly grateful for **Maeven Sipes, Catherine Voigt, Laura Naab, Jessica Noe, Jill McWilliams, Katie Michel, Kim Spayer, Mark Dyer, Michele Daniels and Chrissie Howorth**—our board. We're also extremely thankful for the WSPN members who serve on our committees.

Sending you gratitude for all that you do, and wishing you a blessed holiday season!

Sincerely,



Ann E. Spehar
WSPN President



**"I have found that among its other
benefits, giving liberates
the soul of the giver."**

— Maya Angelou

Philanthropy Collection News

Nonprofit Salary Questions

By Christine Kickels, Librarian

College of DuPage's Philanthropy Collection

Thinking about making a job change? Wondering what executive directors, fundraisers and social networking specialists are earning in nonprofit organizations?

As elusive as salary and job information might be, there are sources for this data. Not all are freely available on the Internet, so plan on coming into the Library to fully exhaust your search. Here are some tips that I share when faced with this question.

- **Use the IRS 990 forms**

Found in GuideStar and the Foundation Directory Online, the 990 form will give the salaries of the top five staff members who make \$100,000 or more.

The 990s are less useful when looking for salaries of non-management positions. For additional information on 990s and where to find salary data, refer to *How to Read the New IRS 990 Form* at <http://bit.ly/1kg4EIS>.

- **Consult a regional nonprofit salary report**

The Library recently acquired a copy of *All Nonprofits Salary Survey. US North Central Region*, 2015 edition. Published by the Economic Research Institute, this report contains compensation data for 12 executive and 236 non-management benchmark positions found in nonprofits.

- **Search Career Coach online**

College of DuPage now provides access to **Career Coach**. This online site is designed to help users find the most current local data on wages, employment and job postings. Employment and wage data is tailored to Chicago and surrounding areas. Access **Career Coach** at <https://cod.emsicareercoach.com>.

The Philanthropy Collection is available anytime the Library is open. For an introduction to its print and online resources, contact me to make an appointment at (630) 942-2313 or kickels@cod.edu.



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West Suburban **Philanthropic
Network**

Editor's Note

Dear *Cultivate* readers:

As 2015 comes to a close, we have an opportunity to reflect upon the many programs and networking events we've had through WSPN, which is committed to supporting fundraising professionals.

Thank you to our commendable and dedicated WSPN board members who volunteer to provide the best possible opportunities for our members.

Wishing you the happiest of holidays. May it be filled with family, friends and lasting memories.

Sincerely,



Jill McWilliams

Thank you to *Cultivate* proofreaders Sarah Kimes, Sarah Lichtenwalter, Evan Munch and Faith Powell.

Advertising in *Cultivate*

A limited number of business-card size (3.5x2 inches) advertising spaces are available in *Cultivate*.

\$190 - four issues

\$160 - three issues

\$125 - two issues

\$ 70 - one issue

\$475 - four-issue insert ad (8.5x11)

To place an ad, visit <https://tinyurl.com/ookj7vk>.

Please consider our advertisers when seeking services. Their ad fees help with the production costs of our award-winning publication.

West Suburban Philanthropic Network's 2016 PHILANTHROPY AWARDS

Call for Nominations

The West Suburban Philanthropic Network calls for nominations in eight major philanthropic categories for its **14th Annual Philanthropy Awards Luncheon at 11 a.m. on Tuesday, May 17 at Embassy Suites, 1823 Abriter Court, Naperville, IL 60563**. The purpose of the awards program is to recognize and celebrate those individuals, businesses, foundations and organizations that provide so much to sustain and enhance the rich philanthropic environment that is fundamental to the quality of life in the western suburbs.

Categories consist of:

- **Philanthropic Leadership Award** - presented to an individual who has provided extraordinary leadership and resources or financial support to significantly impact the culture of philanthropy of one or more nonprofits or causes within the western suburbs.
- **Humanitarian of the Year** - presented to an individual who has demonstrated an extraordinary humanitarian effort in making a major impact on the quality of life in the western suburbs.
- **Corporate/Foundation/Service Club Philanthropic Award** - presented to an organization that has demonstrated commitment to the western suburbs through financial support, leadership and volunteerism. (Only one award will be presented for this category.)
- **Nonprofit Executive of the Year** - presented to a senior-level nonprofit executive (does not have to be the executive director) who has demonstrated exceptional leadership in advancing the mission and services of his or her organization for the benefit of residents in the western suburbs.
- **Grantmaker of the Year** - presented to a corporate or foundation philanthropic officer who has represented the donor organization with professional leadership while providing exceptional assistance to the west suburban nonprofit community.
- **Nonprofit Volunteer of the Year** - presented to an individual whose volunteerism has profoundly impacted programming and/or philanthropy of the local charity with which the individual serves as a volunteer.
- **NEW: Young Philanthropist Award** - presented to a youth leader (or leaders) who has exemplified commitment and dedication in helping the advancement of their local community in the western suburbs within the past two years.
- **WSPN Distinguished Service Award** - presented to a WSPN member whose efforts have helped to significantly advance the mission of WSPN.

The deadline for submitting nominations is 5 p.m. Friday, January 29. All nominations must be written in the form of a nomination letter and emailed to Jessica Noe, jnoe@feedingamerica.org or mailed to Feeding America, 35 E. Wacker Dr., Suite 2000, Chicago, IL 60601.

Nomination letters should be 1-2 pages and must include the following. Samples of past winning nomination letters are available for reference at www.wspnonline.org.

- A detailed list of the nominee's philanthropic accomplishments in the western suburbs, citing specific examples of the nominee's fulfillment of the award category criteria.
- A list of the nominee's achievements.
- Biographical information including the nominee's address, phone, email and relevant professional experience.
- Optional: Include supporting materials that may include copies of articles or reports.
- If selected, a headshot of the nominee will be requested for publicity purposes. (Corporate/Foundation Philanthropic awardees will be asked to submit a logo.)

Honorees and their nominators will be notified in February. Reservations for the luncheon will be accepted beginning in February. Individual tickets are \$50 per person and sponsorship opportunities are available from \$500 to \$5,000.

For more information regarding reservations or to inquire about ad rates and sponsorship opportunities, please contact Jessica Noe at jnoe@feedingamerica.org. ●

Spotlight

Featuring a WSPN Member Organization

In Uganda, 13-year-old Irene was in labor and alone. Her parents were deceased and her boyfriend had left her when he learned of her pregnancy. She begged a friend to take her to a rural clinic. Her labor was prolonged and the baby was stuck. They sent her to a health center and then she was finally ambulated unconscious to Mulago Hospital. *Irene nearly died in childbirth.*



WORLDWIDE FISTULA FUND
HEALING WOMEN, RESTORING LIVES

“I asked, ‘Where is my baby?’ They told me my baby had passed away.” – Irene

After five days, Irene awoke hooked up to IVs and a catheter. Then, she discovered that she was leaking urine uncontrollably. **Irene was among 1 million women in the developing world suffering from an obstetric fistula.**

Worldwide Fistula Fund (WFF) helps girls and women in Sub-Saharan Africa to heal and rebuild their lives after suffering the devastating childbirth injury, obstetric fistula. During prolonged, obstructed labor, pressure from the baby crushes and kills soft tissue creating a hole or fistula through which urine or feces passes uncontrolled. In 90% of childbirths resulting in a fistula, the baby dies.

Women with a fistula are often rejected by their husbands, shunned by their communities and live in isolation. They may neither know of treatment nor possess the means to access the healing surgery. **In Uganda, a woman suffers an average of 10 years with her fistula before receiving treatment.**

“When a woman has an obstetric fistula, her life is shattered. Every woman we provide healing surgery to has a chance to regain her dignity. The vocational training we provide gives these women who live in extreme poverty the opportunity to earn income and start a new life.” – Soja Orlowski, executive director of WFF

A woman's life-changing fistula surgery costs only \$450. In 2012, the Worldwide Fistula Fund built the Danja Fistula Center in Niger and has provided 500 free surgeries to date. Pulitzer Prize winning journalist and *New York Times* columnist, Nicholas Kristof, visited Danja Fistula Center and wrote numerous articles about WFF and founder, Dr. Lewis Wall. WFF partners with local organization TERREWODE in Uganda to support women's access to life-changing surgery. Successful surgery was the first step in Irene's healing.



Irene today: healed, employed, happy!

When Irene left the hospital, she had no money or place to stay. She had no job. Friends would not take her in; they didn't believe her fistula was cured. Irene got back on her feet at the Women's Empowerment Center in Uganda, opened in partnership with WFF. She learned vocational skills in sewing and handcrafting jewelry, but soon

discovered her passion in cooking class. *Irene regained confidence, her sense of purpose and the means to support herself.* She now works at the Empowerment Center as a cook and counselor as other women heal and learn.

In addition to surgery, a safe place to heal and vocational training, WFF provides ongoing support through counseling and survivor networks, awareness and prevention education. Plus, they train doctors to increase sub-Saharan Africa's capacity to treat women's health issues.

After returning home, women are connected with fistula survivor support groups to provide a peer-to-peer network to ensure positive reintegration. WFF trains Community Health Advocates to provide prevention education in rural villages and to identify more women for treatment.



WFF's Dr. Nardos trains OB-GYNs in Ethiopia.

WFF also works toward fistula prevention, enhanced obstetric care and improved childbirth safety. WFF offers OB-GYN training through Mekelle University in Ethiopia that includes specialized training in Female Pelvic Medicine and Reconstructive Surgery (Urogynecology). Increasing the number of well-trained specialists means greater access to obstetric care and fewer cases of fistula for women in Sub-Saharan Africa.

Watch our video or donate to restore a woman's life at www.WorldwideFistulaFund.org. Contact Casey@WFFund.org for more information. ●

Blasts from the Past - Program Highlights

Giving USA 2015 Report: What does it mean for your nonprofit?



On September 17, **Peter Fissinger**, president and CEO of Campbell & Company, interpreted Giving USA 2015 Report at DuPage Children's Museum in Naperville.

Panelists, **Megan Selck**, president and CEO of Loaves & Fishes; and **Jill Koski**, vice president of development of The Morton Arboretum; provided reflective input on the correlation between the Giving USA report and the philanthropic market in the western suburbs.

Highlights from the panel discussion include:

- Giving USA shows that church giving is down, but giving to religious organizations has increased by 8%. In analysis, church/synagogue-goers are most likely giving directly to nonprofits rather than giving through their places of worship.
- When trying to increase individual giving, special events should be carefully analyzed. Although hosting special events is important to recognize donors, an event's ROI and effectiveness should be assessed. Special events should be used as a cultivation tool for major donors and not used as a replacement for recruiting major donors.
- While young donors' giving levels may not be as significant as the boomers, young donors have a desire to give back and may have the potential to become major donors. Therefore, special events for cultivating young donors is well worth the time and effort.
- Results continue to reinforce the importance of investing in major gift programs that focus on cultivating long-term relationships and to move beyond one-time gifts to repeat giving.
- Planned giving should be part of every nonprofit's strategy. There are many "off the shelf" programs to support marketing and communications if you don't have a staff budget. Be vigilant about not underestimating the capacity of any donor. Your best prospects are often donors who give at modest

levels during their lifetime and were perhaps unknown beneficiaries of your organization.

- You simply need to have conversations to maximize giving potential.
- The most successful organizations build their case for support and clearly demonstrate the value and impact their mission has in the community. Regardless of your mission or organization type, you need to have clear, powerful messaging and impact statements.

Partners in Philanthropy Day

Donor Centered Fundraising & Under the Radar

On October 6, **Penelope Burk**, who has more than 40 years of experience in nonprofit management, fundraising and research, shared her expertise in an informative and interactive, full-day professional-development workshop focusing on Donor Centered Fundraising and Under the Radar at Bobak's Signature Events in Woodridge.

Partners in Philanthropy Day was hosted by **Suburban Chicago Planned Giving Council**, **SouthWest Suburban Philanthropic Network**, and **West Suburban Philanthropic Network**.



A few of her informative tips include:

- The impacts of donor-centered fundraising: a) retains more donors longer, b) causes more donors to offer increasingly generous gifts, c) raises the performance of even the most active and loyal donors to a new standard.
- Donors need to know: a) the gift arrived by receiving a prompt acknowledgment (regularly revise your thank you letters), b) the gift was used as intended, and c) the program is having the desired effect.
- When you get a gift, call right away to say, "Thank you, we got it, and a letter will follow."
- Have board members make thank you calls.
- Have staff members make a call in the morning before they start their day and a call before they leave for the day.
- Attrition rates: 50% loss after the first gift, 30% after the second gift, and 20% after each subsequent appeal.
- Time and resources should not be focused on acquisition but on reinforcing existing donors' support.
- 81% of individual donors and 71% of corporate donors say having their names published in an annual report has no influ-

ence on whether or not they will give again. In many cases, the problems associated with annual reports can work against you.

- 71% of individual donors and 83% of corporate donors say placing their name in giving levels has no influence on the size of gift they consider.
- 86% of individual donors expressed negative views about token gifts, which are not an incentive to give, a waste of money and that they send the wrong message; 100% of corporate donors agreed.
- It's still one-on-one communication and relationship building that matters most, not public recognition.

Ask the Accountant

On November 19, **Amy S. Langfelder**, CPA, and **Eric T. Challenger**, CPA, both of Cray Kaiser LTD., shared their insights on best practices, current trends, and must-have tools regarding annual financial matters at Benedictine University in Lisle.

The top takeaways they provided include:

TAX COMPLIANCE

- 1) Properly Register – This must be done in a specific order. Look to Attorney General website “Building Better Charities” for guidance.
- 2) Invest in proper accounting systems to collect and store data required to be reported on Form 990.
- 3) Get an understanding of your Form 990. Pages 2-6 of Form 990 are operational and depend on the organization's input for proper completion.
- 4) There is no better way to enhance your 990 than on Part III (page 2), which will attract institutional donors and grantmakers. Provide a thoroughly detailed narrative that describes your mission statement and program service activities. THIS YOUR BIG-DONOR RESUME and your organization's initial marketing tool.
- 5) Institute policies that the IRS suggests your organization should have such as compensation, conflict of interest, document retention, whistleblower, etc.
- 6) The statement of functional expense is where your donors can calculate their return on investment! What percentage of their donation goes towards your cause.
- 7) Update your 990 and organizational documents to incorporate new program activities taken on by the organization.
- 8) File your 990. It is required to file within three years or your entity's tax-exempt status or it will get revoked!

ACCOUNTING

- 1) Financial reporting should be done on a consistent basis that each organization needs to establish.
- 2) Pitfalls are encountered when you do not allocate your resources appropriately to accounting. Continually review your accounting systems and your internal controls so that you can minimize the risk of misreporting your financial results.
- 3) Submit financial statements that are in line with your operations. This includes reporting your expenses on a functional basis with appropriate allocations among program,



fundraising and general-and-administrative classifications.

- 4) Finally, understand your cash flows and identify any deficiencies that may occur because your grants are on a reimbursement or draw basis. Short-term financing or funding may be necessary, and you may need to identify the shortage that may occur so you can minimize the effects by employing new types of funding sources to help you through these times. ●

Scholarships

The world of philanthropy is teeming with substantial information. Let WSPN help you access it!

If your philanthropic organization doesn't have sufficient funds to send you to the latest AFP conference, Forefront course or other philanthropy educational event, WSPN can offer financial assistance for these skill-building workshops and trainings.

HOW TO APPLY:

Scholarships for training and continuing education opportunities are available to WSPN members. Scholarships can be applied to a variety of educational opportunities related to fundraising and nonprofit management.

If you are a member of WSPN and interested in applying for a scholarship, please complete an application form found at www.wspnonline.org.

The Ask Only Works Once

According to donors, the ask is the critical trigger that turns potential supporters into active donors. But once they are acquired, asks give donors the opportunity to answer the question, "Will you give again?" but that answer is almost always decided long before the ask is made.

The decision to give again (or not) and to give more (or not) is the product of the particular mix of stewardship options that is offered to donors in the down time between appeals. **Donor retention and average gift value are, therefore, the concrete bottom-line performance measures for donor relations staff.**

Are All Stewardship Activities Worthwhile?

Doing something for donors in between appeals is certainly better than doing nothing, but certain stewardship activities are highly effective while others leave donors cold. I have written extensively in *Donor-Centered Fundraising* about how brilliant and original thank you letters inspire donors to stay loyal and to give more generously the next time they are asked.

Conversely, our research has also found, for instance, that categorizing donors by gift value or level and publishing that information has almost no impact on either loyalty or generosity. So, not all stewardship activities are created equal, at least according to donors.

What donors have found to be consistently influential is this: they want to be thanked promptly and meaningfully for their gifts; they want to see their gifts designated or assigned to a specific project, program or initiative; and they want a report, in measurable terms, on what has been accomplished in that program before they are asked

to give again. If donors get those three things every time they give, they will give again in numbers far greater than what fundraising experiences today and they will give more generously.

Measuring Performance in Donor Relations

In managing donor relations staff, then, the first job of directors and supervisors is to ensure that time and talent are primarily focused on the three things that matter to donors. The next is to set clear, statistical measures of performance while allowing for maximum creativity. This table demonstrates the difference between performance expectations in a typical fundraising environment (one that sees stewardship as an add-on that is difficult to measure), and in a donor-centered fundraising operation where donor retention and average gift value are the concrete measures of success.

Fundraising always comes down to numbers: numbers of donors and amounts of money. The same applies to donor relations. Budgets are lean and talented professionals are hard to find, so how donor relations staff spend that budget and what they do with their time determines whether fundraising will thrive or merely survive. When managers rely on the all-important measures of retention and average gift value while affording maximum creativity to their staff as they reach for ambitious goals, higher profit is the inevitable result.

Performance Expectations for Donor Relations Staff	
Typical Fundraising focused on duties to be performed	Donor-Centered Fundraising focused on Concrete Performance Measures
Write and distribute 3 issues of a newsletter aimed at mid-level donors.	Stabilize retention of mid-level donors which has fallen from 46% to 39% in the past two years. Develop and test a communications strategy that prevents further erosion of mid-level donors.
Review and improve the communications program for online donors.	Improve average annual gift value among online donors from \$175 to \$210 by developing a multi-tiered strategy that includes more vivid emails, the introduction of real-time reporting and the integration of online and social media communications.
Update thank you letters to annual fund donors.	Improve first-gift-to-second-ask retention from 35% to 39% and average value of second gifts from \$76 to \$85 by improving thank you letters. This includes reducing turnaround time from 21 to 10 days and testing a minimum of 5 new letters based on Donor-Centered principles.
Review and update communications program to recurring (monthly) donors.	Redesign and test a communications program to recurring (monthly) donors to achieve: improvement in renewal rate from 45% to 60% at time credit card is renewed; improvement in rate of promotion to major gifts prospects from 1.5% annually to 2.5%.



Penelope Burk, president of Cygnus Applied Research, Inc., a research-based fundraising consulting firm serving the nonprofit sector, is the author of *Donor-Centered Fundraising* and *Donor-Centered Leadership*. With more than 40 years of experience in nonprofit management, fundraising and research, she is a renowned speaker and fundraising futurist. Cygnus's training programs and client services are devoted to helping professional fundraisers, managers and leadership volunteers adopt a donor-centered approach to fundraising. This article was reprinted with permission from Burk's Blog. Subscribe to Burk's Blog at www.cygnusresearch.com/burksblog/subscribe. ●

Building Our Membership

Have you ever invited a guest to attend one of our monthly programs? Do you know someone who would benefit from the subject matter being presented?

Why not bring a coworker or colleague to the next program, and encourage them to become a member? Everyone benefits from a strong WSPN, and we need your continuous help to grow our membership.

Thank you,
Mark Dyer, membership chair, mdyer@dupageforest.org

Become a WSPN member:

Check out www.wspnonline.org to learn more about WSPN benefits including our monthly educational events, job opportunities and scholarship information.



Scan to join.

Join online or by downloading a membership application.
Non-transferable dues are \$40 per year.



tinyurl.com/WSPNFacebook



twitter.com/WSPNOnline

Attention members:

We want to keep in touch!

Have you changed jobs or received a new title?
Do you have a new email or mailing address?

Simply log into your profile on www.wspnonline.org and update your contact information.
Request a new password if you've forgotten it.

Also, join WSPN on LinkedIn to extend your networking possibilities.
Be a part of the dialog.

EIGHT IS ENOUGH (continued from page 1)

to force clarity. Save kids' lives in Uganda. Rehabilitate coral reefs in the Western Pacific. Prevent maternal-child transmission of HIV in Africa. Get Zambian farmers out of poverty."

When we say that Drucker was nearly as strict about mission statements as Starr is, we're thinking in particular of a passage from *The Five Most Important Questions You Will Ever Ask About Your Organization*.

“The effective mission statement is short and sharply focused. It should fit on a T-shirt,”

Drucker wrote. “It must be clear, and it must inspire. Every board member, volunteer, and staff person should be able to see the mission and say, ‘Yes. This is something I want to be remembered for.’”

That might allow for more than eight words, we'll admit, especially if you're given to T-shirts with a higher word count. But the idea is fundamentally the same.

Still, Drucker would have had one significant disagreement with Starr. At the start of his post, Starr writes, “Whatever windy drivel they might put forward as a corporate mission statement, mainstream for-profit businesses have a clear, central mission: make money for shareholders.”

Drucker was adamant that business should be about much more than that and lamented the primacy of shareholders when he encountered it. Indeed, Drucker felt that a mission statement was as essential to the for-profit enterprise as to the nonprofit one, and he stressed that failing to create one that was about more than money was bad for business.

“The mission statement has to express the contribution the enterprise plans to make to society, to economy, to the customer,” Drucker asserted:

“Mission statements that express the purpose of the enterprise in financial terms fail inevitably to create the cohesion, the dedication, the vision of the people who have to do the work so as to realize the enterprise's goal.”

What do you think: Is eight words for a mission always enough?

Reprinted by permission of the Drucker Institute at Claremont Graduate University, www.druckerinstitute.com/2012/09/eight-is-enough. ●

Member News



B. Gunther & Company, a well-known leader in awards and recognition products for businesses, is celebrating thirty years of success since opening their doors, and they are in the process of planning a 30th anniversary event in 2016.

B. Gunther & Company is a manufacturer and distributor of corporate awards, recognition walls, promotional products and interior signage. Their showroom and headquarters is located at 4742 Main Street in downtown Lisle. Visit www.bgunther.com or call (630) 969-5595.



In October, **Mark Dyer**, a humanitarian and ShelterBox field responder who has aided victims of disasters around the world, received the Spirito! Singers fourth annual Service Award.

Dyer is one of 185 qualified field responders worldwide. The selection process to serve as a field responder is rigorous since they must work in extreme conditions for as long as five weeks at a time and often in dangerous locations around the world. Dyer has served on 12 missions with ShelterBox, including in 2009 in Somaliland helping war refugees, after the 2010 earthquake in Haiti, aiding flood relief efforts in 2010 and 2011 in Colombia, and following the 2011 tsunami in Japan.

ShelterBox, an international humanitarian organization, deploys response teams of two to four people within days of natural or man-made disasters. They deliver self-contained boxes with tents, stoves, water purification equipment and other emergency materials to those who have lost their homes as a result of hurricanes, earthquakes, floods, tsunamis, typhoons or other disastrous events.

In addition, in November, Dyer, Class of 1980, received York High School's Dukes of Distinction award, which recognizes alumni who have distinguished themselves through significant and/or extraordinary accomplishments, service and/or an outstanding contribution to society.

Dyer lives with his family in Elmhurst, works as the community outreach specialist for the Mayslake Peabody Estate in Oak Brook, and serves on WSPN's board as membership chair.



Elmhurst College has been named the 10th Best Regional University in the Midwest in *U.S. News & World Report's* Best Colleges rankings for 2016. The College also rose to the 9th spot this year, from 10th, on *U.S. News'* list of Best Value Schools, or "Great Schools at a Great Price."

This is the first time Elmhurst College cracked the Top 10 list of Best Regional Universities in *U.S. News & World Report's* annual rankings, the country's best known and most closely followed college rankings. The College's rise this year on the list of Best Value Schools continues its movement from last year, when Elmhurst shot up three places to reach the No. 10 spot.

On *Money* magazine's nationwide list of Best Colleges For Your Money, Elmhurst College ranks in the top four percent of the country's nearly 3,000 four-year colleges and universities. In this year's *Forbes* magazine rankings, America's Top Colleges, Elmhurst places among the top 15 in Illinois. For the 12th year in a row, Elmhurst College has been named one of the Princeton Review's "Best in the Midwest" schools.

Founded in 1871, Elmhurst College is a private, four-year, liberal arts college offering 59 undergraduate majors and 15 graduate degree programs. For more information, visit www.elmhurst.edu.



Juliana Nelligan, joined Roosevelt University, Chicago & Schaumburg, in March as development director for the Heller College of Business and College of Pharmacy. Bringing 20 years of fundraising, community relations and higher education experience, her responsibilities include alumni and corporate fundraising, relationship building, advisory board development and event management for both colleges.

Prior to joining Roosevelt, Nelligan was regional development director for the YMCA of Metro Chicago assisting with fundraising activities for 10 suburban YMCAs. Prior to the YMCA, she served for 12 years as the alumni relations director for Benedictine University. Nelligan has been a member of WSPN since 2012.

Roosevelt University is an independent, nonprofit, metropolitan university with two distinct campuses located in downtown Chicago and suburban Schaumburg. With a rich history and progressive curricula featuring 116 degree programs, they are committed to the highest standards of academic excellence. The award-winning faculty and dedicated staff take pride in pushing Roosevelt's remarkably diverse students to the limits of achievement, inspiring the transformation of lives and communities through the principles of social justice.



Out of 18,239 Chicagoland nonprofits, **Northern Illinois Food Bank** was honored to be included in *Chicago Magazine's* Top 20 Best Charities list.

Sandra Miniutti, vice president of Charity Navigator, was quoted in the November 2015 article, "A great [charity] is demonstrably efficient, ethical, and effective. There's plenty of need outside Cook County—and that's the focus of this far-flung network of pantries and soup kitchens, which provided more than 50 million meals last year ..."

Northern Illinois Food Bank's sound fiscal management practices and commitment to accountability and transparency have earned it a 4-star rating from Charity Navigator for 12 consecutive years, putting the Food Bank in the class of only 1% of all charities nationwide that have earned the distinction 12 straight years.

"Northern Illinois Food Bank's coveted 4-star rating puts it in a very select group of high-performing charities," according to Michael Thatcher, president & CEO of Charity Navigator. "Out of the thousands of nonprofits Charity Navigator evaluates, only one out of four earns 4 stars—a rating that demands rigor, responsibility and commitment to openness."

Northern Illinois Food Bank has earned accreditation by the Better Business Bureau. Please visit www.solvehungertoday.org.



Sarah O'Donnell recently joined People's Resource Center, a nonprofit that began in 1975 by a group of neighbors who wanted to help their neighbors in need. Today, PRC serves over 32,000 individuals across DuPage and helps meet basic needs including food, clothing and rent assistance while offering skill-building resources such as literacy classes, job assistance, computer training and art programs. With more than 2,200 volunteers, PRC meets our community's needs neighbor-to-neighbor.

O'Donnell brings more than 15 years of experience in partnership acquisition, program development and government relationships to her development director role with PRC. She is passionate about bringing people together to create a healthier, vital and sustainable community that improves the quality of life for all. This is demonstrated through her leadership roles with the DuPage Convention and Visitors Bureau, Illinois Parks and Recreation Association, Rotary Club and West Suburban Philanthropic Network just to name a few.

She was recognized as the inaugural *Daily Herald Business Ledger* 2014 Young Professional of the Year and by *Glancer Magazine's* 30 Under 40. She is presently a fellow as part of the Community Memorial Foundation's Ladders to Leadership program. O'Donnell received a bachelor's in municipal/recreation administration from George Williams College and Aurora University.

To learn more about PRC, please visit www.peoplesrc.org.

Share your Member News:

Tell us about your job change, promotion, professional development, awards and honors. Please email your news and photo to Jill McWilliams, Cultivate editor, at jillm@elmhurst.edu. ●

Resource Round-up

The Arts Work Fund - www.artsworkfund.org/index.asp

Assists small arts and cultural organizations with operating expenses between \$50,000 and \$800,000 to build capacity in three key areas: organizational planning, marketing, and financial management. Applications will be accepted at any time throughout the year, with grant decisions made on a quarterly basis.

Forefront - www.myforefront.org

Donors Forum has changed its name to Forefront. Forefront's work is built on four pillars: Attracting investment to the sector; Improving systems and policies; Developing top talent; and Building the organizational capacity.

The Law Project Employer Hotline

The Law Project in collaboration with law firm Seyfarth Shaw LLP recently launched the Employer Hotline. Nonprofits can get a free, 30-minute consultation on questions about benefits, unemployment insurance, workers compensation, hiring, firing, privacy issues, time off, wages/hourly, exempt/non-exempt and more. Appointments are available on March 19 and March 26; contact Jody Adler at (312) 202-3647 to schedule.

Do you have favorite resources you would like to share with Cultivate readers? Please email them to jillm@elmhurst.edu. ●

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Save These Dates . . .

West Suburban Philanthropic Network Programs



Please save these dates . . . and join us for the exciting events we have planned.

WSPN programs are free to WSPN members and \$20 for non-members.

Programs are usually held on the third Thursday of each month.

Registration and refreshments begin at 8 a.m. and the program begins at 8:30 a.m., unless otherwise noted.

For more information or to register, visit www.wspnonline.org.

Thursday, Dec. 10

After Hours Holiday Party

Time: 5:30 to 7:30 p.m.
Location: Warren's Ale House, 51 Town Square, Wheaton, IL 60189

Thursday, Jan. 21

Topic: Developing a Donor Communications Plan
Speaker: Ron and Sue Rescigno
Location: Naperville Area Chamber of Commerce Office, 55 S. Main St., Naperville, IL 60540

Save These 2016 Dates, too.

[More details to come.](#)

February 18 • March 17 • April 21 (Ask the Lawyer) • June 16 (Funders Panel)



14th Annual Philanthropy Awards Luncheon

Tuesday, May 17

LOCATION: Embassy Suites, 1823 Abriter Court, Naperville, IL 60563
Networking begins at 11 a.m., luncheon follows. Reservations begin in February; \$50 per person and sponsorship opportunities are available from \$500 to \$5,000.

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