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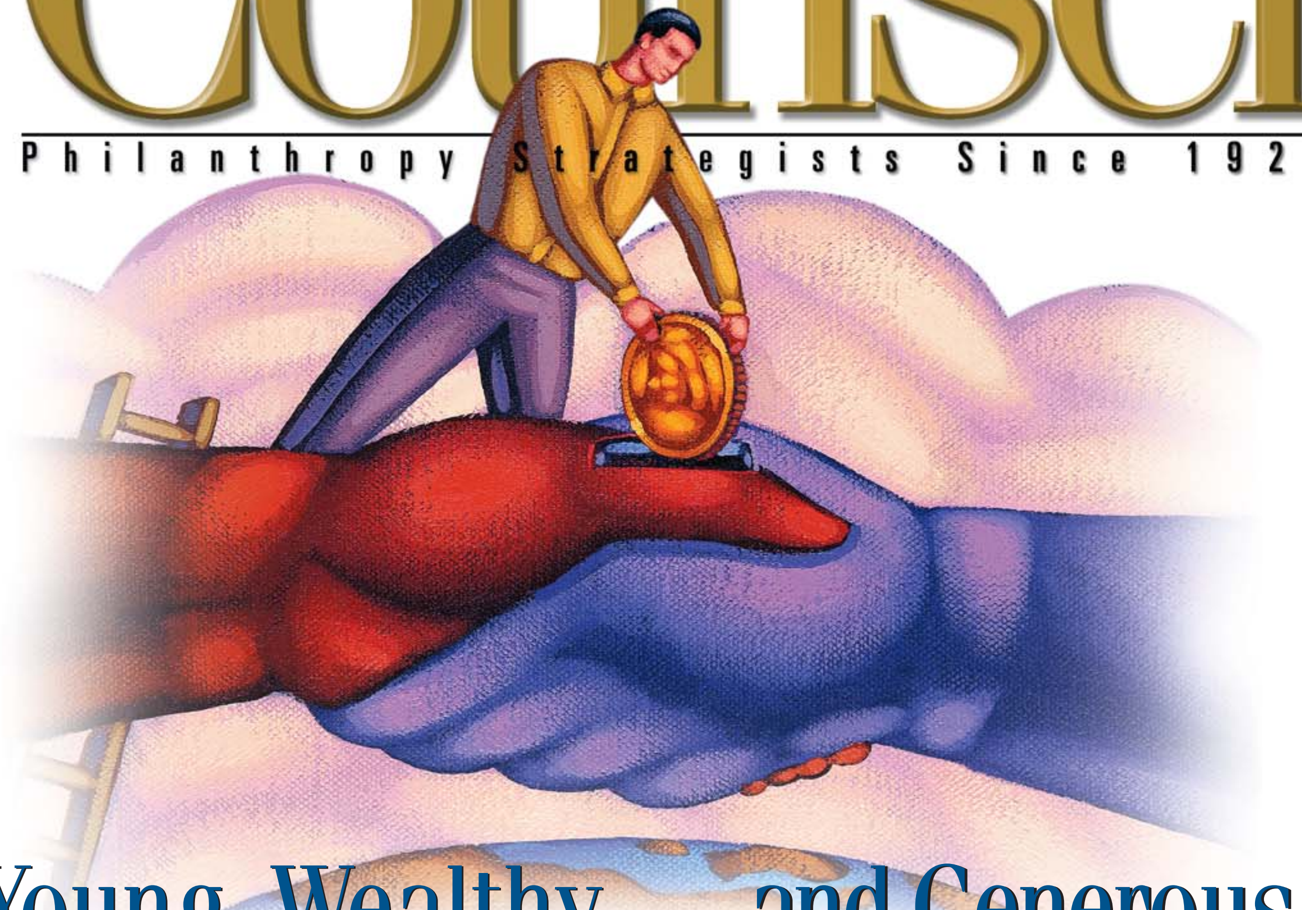

Young, Wealthy — and Generous

A new generation of millionaires is changing philanthropy

BY DAVID SHANTON

The notion that a generation of young donors may be poised to change the face of philanthropy has been a recurring theme in the mainstream and philanthropic press over the past few years. Buzzwords like "venture philanthropy," "new philanthropy," "social entrepreneurship," and "sudden affluence" have crept into the lexicon with surprising speed.

Coupled with this has been a portrait of individuals in their 30s and 40s, newly wealthy and some already "retired," making philanthropy a primary focus of their lives. Undoubtedly, the media coverage has missed some of the nuances, but it would appear that it has accurately reflected real changes afoot in the donor community — changes that cannot be discounted even in the wake of the dot-com flameout or a sputtering economy.

Just ask those on the front lines who, with increasing frequency, are reporting that younger prospects and donors not only exist but are, in fact, different.

"We are in the process of seeing a great change in the way individual donors view their philanthropy," says Marts & Lundy senior consultant John Cash. "The sense of larger commitment to community and institutions that so characterized the major donors of the war generation is passing to a much more activist and engaged form of giving among the new generation of philanthropists."

Younger Donor Attitudes

How do these younger donors approach their giving? A 2002 study of high tech donors (average age 42) conducted by the Social Welfare Research Institute at Boston College revealed several key findings:

- These individuals have adopted the language of the "new philanthropy," such as *return on investment*, *partnership*, and *innovation*.

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Almost all millionaires who earned their wealth by taking their companies public in the 1990s were under 50, with a median age of 41.

• They believe their intellect, creativity, and expertise — not their wealth — make them unique as philanthropists.

• "I can make a difference" characterizes their idealistic belief in individual action.

• Developing a high level of trust in the organization is important prior to making a gift.

• New directions and approaches will elicit the biggest commitments.

• Personal involvement with their giving is vitally important.

A recent project undertaken by Marts & Lundy and a large research university supports these findings. The study, using questions to test media characteristics of "new philanthropists," surveyed a pool of internally identified individuals who fit a profile of emerging leaders.

"The study results showed that those younger alumni have sociodemographic characteristics that are distinctly different from the rest of the survey respondents," reports Darrow Zeidenstein, senior consultant with Marts & Lundy and leader of the firm's Digital Solutions group.

Specifically, the study validated the attitudinal and lifestyle trends commonly associated with this group of younger alumni, including their lack of time, their need to be appealed to as the leaders they perceive themselves to be, and their desire to see a clear return on investment and tangible value proposition for any gift they might make.

Worth magazine's December 2002 cover story, "The 25 Most Generous Young Americans," provides further illumination. The article highlights the various directions young philanthropists have taken — including generous outright gifts, day-to-day involvement with individual charities, and the formation of new not-for-profits to address unmet needs or to offer innovative approaches. The overwhelming message is that young donors seek to make a passionate commitment of time *and* money. The oldest person on the *Worth* list was 45.

The Generational Factor

The young and wealthy may ultimately be more philanthropic than their older counterparts, as well. In a 2002 study of ultra high net worth households conducted by the Chicago-based Spectrem Group, those under 45 reported a higher level of giving than those over 45. They were also more likely to agree with the statement: "I feel an obligation to share my wealth by contributing to charitable causes."

Why baby boomers and Gen-Xers have different approaches to giving than the war generation is likely an outcome of the macro experiences that shaped their lives. While we all share common life stages, we respond to them differently based on our generational cohort experience. Tomorrow's 65-year-old won't be the same as today's.

As eloquently stated in *Rocking the Ages: The Yankelovich Report on Generational Marketing* (New York: Harper Business, 1997, by J. Walker Smith and Ann Clurman), "Each generation is shaped by different markers; you must walk with them in their shoes, not walk on them in your shoes."

Fundraisers can glean much from generational marketers in understanding the values and motivations of various age cohorts. This knowledge can inform donor strategy for years to come.

Young and Wealthy

Given the evidence that there are generational differences in philanthropic attitudes leads to a pressing question: *Are there enough of these individuals out there for development professionals to care about?* Sheer numbers would suggest that there are. Census data indicates that this group — the last half of the boomers and the leading edge of Generation X — comprises 44% of the population.

Almost all millionaires who earned their wealth by taking their companies public in the 1990s were under 50, with a median age of 41, according to *eWealth: Understanding the Internet Millionaire* (New York: iihighnetworth, 2001, by Russ Alan Prince and Hannah Shaw Grove). For those who made their fortunes by selling their companies outright, the median age was just 44.

A 2001 Social Welfare Research Institute study of individuals with a net worth of $5 million or more found that 21.5% of its sample was 30 to 50 years old, and 4.5% were between 30 and 40. Extrapolating from this data would suggest that

Quick Facts about Young Donors

Young people are a significant portion of the overall population.

- 43.8% of the population is between the ages of 25 – 54.

Young people are a growing segment of the wealthy population.

- There are 600,000 American households with a net worth of $5 million-plus.
- 21.5% of individuals with a net worth of $5 million-plus are between the ages of 30 to 50 (4.5% are between 30 and 40).

Among "ultra high net worth individuals":*

- Those under 45 report a higher level of giving than their counterparts over 45.
- Those under 45 are more likely to agree with the statement: "I feel an obligation to share my wealth by contributing to charitable causes."

Young donors generally share these characteristics:

- They engage in significant research before making a gift.
- New institutional directions and innovative approaches result in the largest commitments.
- Identification and association with an institution is important.
- They anticipate giving greater time — and more money — to philanthropy in the future.

**Those with a net worth of $5 million or more, excluding primary residence. Sources: Social Welfare Research Institute, "Wealth With Responsibility Study," 2001; Spectrem Group, "Charitable Giving and the Ultra High Net Worth Household: Effectively Reaching the Wealthy Donor," 2002; Social Welfare Research Institute, "High Tech Donors Study," 2002* there are as many as 129,000 individuals with a net worth of $5 million or more under the age of 50.

Need further convincing? Browse through the Web sites of the fastest growing companies in America (like those listed on the Inc. 500 or the Business 2.0 100, for example) and look at their senior management teams. You will be struck by one thing: the pictures accompanying their bios reveal them to be overwhelmingly youthful.

And there is no sign that the potential creation of wealth within this age cohort will slow. The 2002 Global Entrepreneurial Monitor found that 25- to 44-year-olds represent the most active age group for company start-ups. This supports an earlier finding by Marquette University and the University of Michigan that 70 percent of new business start-ups were created by entrepreneurs between the ages of 25 and 34.

The implications of these trends should cause most fundraisers to pause and consider the internal landscape of their own institutions. For many nonprofits, *major donor* equals *older donor* — usually individuals closer to the ends of their careers than the beginning. The continuing movement toward mega-campaigns and "trophy hunting" has increased reliance on this older demographic. The result: most institutions focus on fewer, mostly older, donors at the top of the gift pyramid, leaving less attention for up-and-coming donors and prospects — a potential hazard given that these donors will likely require considerable cultivation to realize their philanthropic potential.

Building Success

Joe Poss, associate director of major gifts at Gonzaga University in Spokane, Wash., began engaging a local 44-year-old entrepreneur three years ago. His efforts led to a major gift success story. Poss found the donor disinterested in traditional entreaties to university loyalty and institutional needs.

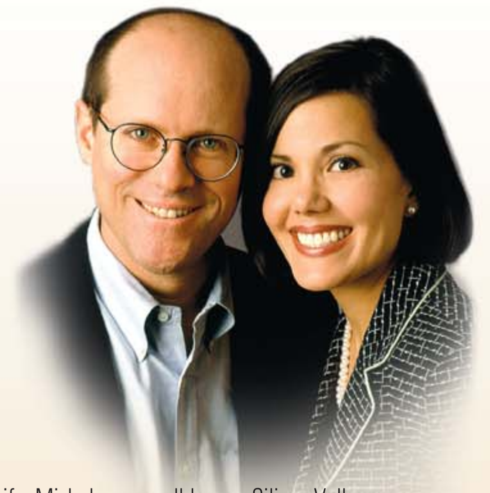
"We had to prove we were serious about him and his company's needs and gain his trust," Poss says. "He then made it clear he wanted to be very involved with his gift."

The donor is now intimately engaged with the university on several fronts. This is not an isolated case, according to Poss. "With donors in this age group," he says, "the chances are good they are going to want to be very involved with their gift and see high impact returns."

Marts & Lundy's Cash agrees: "Younger donors view their gifts as social investments. They want to have a clear sense of the nature of the return on those investments. Organizations that are able to show impact will be the most successful working with these individuals." M&L

David Shanton joined Marts & Lundy as a senior consultant in 2002 following 11 years as director of research and donor relations and four years as associate director of development at St. John's University.

"We are in the process of seeing a great change in the way individual donors view their philanthropy."



Why We Give:
Portrait of a Young Donor Couple

Steve Kirsch, 45, and his wife, Michele, are well-known Silicon Valley philanthropists. Steve founded the Internet search engine company Infoseek (acquired by Disney), Frame Technology (acquired by Adobe), and Mouse Systems Corporation. He now serves as founder and CEO of Propel Software Corporation.

The Kirsches have been active philanthropists since the early 1990s and have been recognized by *Worth* magazine on its annual list of the "100 Most Generous Americans." Four years ago they established the Steven and Michele Kirsch Foundation, committed to a wide variety of issues and causes, ranging from curing cancer and other major diseases, to cleaning up the air, to supporting local nonprofit organizations.

The foundation's vision and mission statements reflect the idealistic belief and personal involvement that motivates many younger donors today.

The vision: We want a safe and peaceful world, one without the threat of destruction. We want a healthy world, one without disease and without pollution of our air, water, and land, and one in which all species have the ability to survive and flourish.

The mission: We invest in causes where high-impact, leverageable activities can result in a safer and healthier world. Using whatever means are most effective, we work to solve significant problems and issues that place individuals, the world community, and the world itself at risk.

The Kirsches say they do not give out of a sense of "obligation" or "because it is the right thing to do." Their giving is pragmatic. The following statements reflect the many reasons they choose to be philanthropists:

- If we give now, it may result in a discovery that may save our lives or significantly impact the quality of our lives. It could also help those we care about. It may positively affect future generations of our family. And the earlier we give, the greater the chance of a benefit accruing from that gift.
- We have more money than we need and have secured our personal financial future, so we can put the extra resources to good use to help others.
- If we give now, we can enjoy the benefits of that giving during our lifetime. We have personal satisfaction and a sense of accomplishment in knowing we made a difference.
- We see ourselves as people who are proactive, rather than reactive. That applies to giving as well.
- A win-win outcome — where we win and the world wins — is always better than a "we win/you get nothing" outcome.
- People appreciate the support we give them and they tell us that. (That's not a reason, but a validation.)

The Birds-eye View of Development

Strategies for meeting the fundraising challenges facing nonprofits — from a perch above the commotion

By Ilisa Hurowitz

The nonprofit sector faces challenging and uncertain times. Institutional leaders, both professional and volunteer, and external constituents remain concerned about the state of the economy and world affairs. Competition for the philanthropic dollar continues to intensify, as does the scramble for top-notch board and volunteer leadership and a talented professional team. Budgets are decreasing in many instances, while the need for unrestricted support remains paramount. At the same time, more donors are designating their contributions and asking for greater involvement and institutional accountability.

The landscape as a basis for old assumptions about fundraising is also changing. Philanthropy has become a household word, attracting far-reaching attention in the media. The profile of the philanthropist is broadening to include greater diversity of age, lifestyle, interest, gender, and ethnicity. The for-profit sector is influencing the not-for-profit environment in areas that include organizational management and the expectations of boards and other stakeholders. Technology is pervasive and dominant as a communication resource and a fundraising tool, and the intergenerational wealth transfer is already in progress. Within this context, traditional fundraising models do not necessarily work.

Given this backdrop, a number of observations have emerged from engagement with a range of institutional clients — representing all sizes and types of nonprofits at various stages of campaign and development planning. This article seeks to identify the most pressing "issues from the field" and offer general recommendations to address them and help institutions meet their philanthropic potential.

1 The Case for Support

The case is the essence of a short- and long-term development strategy. Yet, it is often taken for granted, undervalued, and overlooked. Difficult to elicit and articulate by "insiders," the case is frequently disconnected from institutional strategic planning. Even a well-written case can often be hard to distinguish from other good cases, leaving prospective donors wondering what is distinctive about the organization's mission and vision for the future — and how their gift will make a difference.

To maximize impact:

- Develop the case as an outgrowth of strategic institutional planning and a comprehensive needs assessment.
- Assign value to an internal process for developing the case, inviting a diverse group of people to help capture the institution's spirit, purpose, and personality.
- Test the themes that emerge with select external constituents, giving them ownership of the final product and taking advantage of a cultivation opportunity.
- Remember that vision and passion are essential elements of a strong case.

2 Internal Program Assessment

An internal program assessment is important as a way to evaluate, support, confirm, and identify overall or specific development program needs, priorities, and strategies. Increasingly popular as an introspective exercise, an assessment can be a precursor to feasibility testing. It can be comprehensive or program specific (i.e., annual fund or planned giving). It can determine readiness for a campaign, or provide a roadmap to a post-campaign plan. Benchmarking may be included to guide or strengthen study findings and recommendations.

To maximize impact:

- Determine the purpose of the assessment, what you hope to accomplish, and how you plan to use the study outcomes.
- Use an inclusive process to engage a wide-ranging group of colleagues and senior volunteer leaders or donors.
- "Close the loop" by creating a strategy for communicating and implementing the results of the assessment.
- Think strategically about how best to use the results as the basis for an overall or specific strategic development plan.
- Develop a realistic timeline for implementation of the plan.
- Review your plan regularly.

3 Major Gifts

Success at the top of the giving pyramid is as important as ever to reach all fundraising goals. Even so, major gifts work is still an underdeveloped program in most institutions. The temptation is to retrench in a tough economy — a temptation to which institutions must not yield. Age-old tensions between annual fundraising and planned giving goals are alive and well. Chief development officers struggle to define the appropriate metrics and measurements of program progress. Additionally, staffing challenges in this area loom large, with a relatively modest number of experienced major gifts professionals attracting widespread interest and generous compensation.

To maximize impact:

- Keep visiting and listening to donors — especially in a down economy — and don't assume that someone is unable to make a gift or join in long-term, philanthropic planning.
- Prioritize your prospect portfolios, making adjustments as your research yields additional information and insights.
- Work with gift planning to expand the philanthropic "toolbox" and give more options to donors.
- Work with the annual fund office to develop strategies that are win-win both for now and in the future.
- Work with internal constituents as partners to identify, qualify, cultivate, and solicit prospective donors.
- Continually develop, track, and update your major gifts strategies.
- Steward gifts ("do your thanking before you do your banking") and relationships.

Now, more than ever, nonprofits can take full advantage of conventional wisdom and new resources to deepen relationships and attract increased support.

4 The “Mid-Range” Gifts

The “mid-range” refers to those donors on the giving pyramid found between the high end of the annual fund and the low end of major gifts. These individuals are often overlooked and not well stewarded. Donors in this range hear from institutions primarily or exclusively through direct mail. Not surprisingly, analysis indicates that this group constitutes the major gifts pipeline for the future — as well as the opportunity to increase giving to your institution in the months ahead.

To maximize impact:

- Develop specific strategies to steward and cultivate this group, moving beyond dependence on direct mail and towards face-to-face events whenever possible.
- Create a communications plan that takes full advantage of technology and electronic communication.
- Develop a stewardship plan that keeps donors involved, engaged, and informed.
- Remember this adage: *Your best future donors are your current donors.*

5 Gift Planning

Planned giving is used best as a way to increase all philanthropy, not only deferred gifts and bequests. All institutions find it challenging to measure and evaluate progress in this area. Gift planning still tends to operate apart from other development functions. Programs struggle to balance the perceived need to market planned giving for the masses with individualized donor work at the top of the pyramid. Planned giving tends to be overly dependent on broad-based marketing plans (newsletters, brochures). The traditional mindset that planned giving is a “last resort” prevails.

To maximize impact:

- Create a gift planning program plan that considers your funding expectations in concert with your potential donor constituency.
- Adopt an out-of-office, major gifts-like approach to strengthen relationships and draw prospects closer to your institution.
- Market the institutional case, not the gift vehicles, understanding that the case will inspire donors to give.
- Leverage links to the annual fund and major gifts initiatives to create a seamless, integrated development program.
- Use research and customized analysis to identify institution-specific trends and opportunities.
- Expand the profile of the planned gift donor to include a broader slice of your constituency.

6 Professional Staff

In philanthropy’s rapidly changing environment, one constant remains: people still give to people. A talented development team is a prerequisite for maximum success. Nonetheless, there are serious challenges at every step. Finding, recruiting, training, rewarding, and retaining a strong team has never been more difficult — or more critical.

To maximize impact:

- Evaluate staffing needs thoroughly and continually, with an eye towards advancing the institution’s mission and strategic objectives.
- Approach position descriptions and your organizational chart creatively so that staff can realize the advantages of a flatter, more fluid structure when possible.
- Define mentoring opportunities, both within your institution and outside, assuring that new and less experienced staff can learn from others.
- Treat professional development as a priority, allocating appropriate budget and staff time to assure growth and renewal.
- Develop a staff retention plan that includes a focus on professional development, quality of life issues, promotions, compensation, and benefits.
- Use outsourcing to gaining access to expert knowledge and services that may be too costly to provide in-house, and to reduce administrative work and enable others to focus more on strategic issues.

7 Adding Science to Art

Now more than ever, the most successful nonprofits know the importance of augmenting the experiential, intuitive side of fundraising with a data-driven, quantifiable approach. The science of fundraising will guide strategic development efforts through comparisons with peer institutions and/or analysis of program effectiveness. Examples include: benchmarking, profiling, customized analysis, and e-philanthropy.

To maximize impact, use analysis to:

- Support and strengthen development research, merging the quantitative with the anecdotal and experiential.
- Understand the development history that is unique to your organization and that will yield insights for how to meet your philanthropic potential in the future.
- Develop best practices in a wide range of areas.
- Create a roadmap for your institution that is both realistic and challenging.

THE FUTURE IS COMPLEX, BUT PROMISING. The good news is that donors are increasingly engaged, sophisticated, and discriminating. Intergenerational philanthropy is becoming more prevalent. Analytic tools are evolving as an invaluable guide to strategic development planning. Now, more than ever, nonprofits can position themselves to take full advantage of conventional wisdom and new resources to deepen relationships and attract increased support. Their ability to do so effectively will go a long way toward determining their future viability. M&L

Ilisa Hurowitz joined Marts & Lundy as a senior consultant in 2000. She has 20 years of development experience, both as a generalist and specialist, and currently leads the firm’s Gift Planning group. She can be reached at hurowitz@martsandlundy.com.

Spotlight on Governance

Nonprofit boards are being more closely scrutinized — and that's a good thing, says a Marts & Lundy senior consultant

By Ronald J. Arena

"I am of the opinion that my life belongs to the community . . . and as long as I live, it is my privilege to do for it whatever I can." Those words from the late playwright George Bernard Shaw could stand as a mantra for the women and men who serve on the governing boards of not-for-profit organizations. The most valued trustees, motivated by a spirit of volunteerism and a commitment to philanthropy, operate out of a desire to give back and "do good." Many talk about "leaving the board seat better than they found it."

Altruism by itself, however, doesn't get the job done, says Lynne LaMarca Heinrich, a senior consultant with Marts & Lundy. That's particularly true, she notes, at a time when not-for-profits are coming under unprecedented levels of scrutiny from state regulators, the media, donors, and the public at large. Recent scandals in corporate America, the Sarbanes-Oxley Act of 2002 (designed to enforce corporate accountability and responsibility), and the economic downturn have placed a spotlight on the financial affairs of for-profit and nonprofit organizations alike.

"The landscape for nonprofits has shifted dramatically," according to Heinrich. "Institutions, small and large, are being held to higher standards, not just with their financial reporting, but also in areas as wide-ranging as investment policies, governance, strategic planning, ethics, and responsiveness to the 'public trust.'"

That's a good thing — for the entire institution — says Heinrich, who serves as a lecturer at the Haas School of Business, University of California, Berkeley, where she teaches board governance in the Nonprofit Management Program.

"Nonprofits understand that they need to take these issues much more seriously than in the past," she notes. "We're seeing institutions adopt a more deliberate approach to the business of running the organization. This is especially true with their fiduciary responsibilities and issues of governance. We've all seen the backlash in the for-profit world, and in some high-profile instances within the nonprofit sector."

Best Practices for Boards

Heinrich believes that proper financial oversight and issues involving board behavior are the points at which nonprofits are most vulnerable — and most susceptible to criticism. To stand up to increased scrutiny and governmental regulations, she insists, nonprofits, led by their boards and senior staff, must equip themselves to be more effective, accountable, and transparent in their dealings. "It's critical to remember," she adds, "that boards are legally responsible for the organizations they serve." She points to several "best practices" that should guide all nonprofit boards, regardless of size or budget. These include:

• **Financial oversight:** Board members at each meeting should review "dashboard" financial indicators, including key areas of institutional revenues and expenses. Clear and accurate summary reports should be shared regularly, with budget, forecast, actuals, and prior year comparisons. Auditors should present an annual report to both the audit committee and full board. The board should set aside time to meet privately with the auditors, without staff present, to review and discuss findings. Board and staff members should work together to establish and approve solid investment policies, as well as gift acceptance and campaign-specific policies.

• **Ensuring resources:** Institutions benefit from developing clear and quantifiable guidelines for their "giving and getting" expectations of board members. Senior staff and board leadership, working together, should devise board policies that articulate categories and magnitude of required support, including annual gifts, special events, and periodic campaigns. While Heinrich does not support the setting of minimum dollar requirements for giving, she does believe that guidelines establishing levels of support ("gifts that are personally meaningful for a board member") and philanthropic priority ("XYZ institution should be among the board member's top three philanthropic priorities") are critical. Additionally, she encourages senior/development staff to work with each board member to define personal and quantifiable annual plans that guide individual efforts in generating resources for the institution.

"It's critical to remember that boards are legally responsible for the organizations they serve."

— Lynne LaMarca Heinrich

• **CEO compensation:** Ideally, a standing board committee (compensation or human resources) or subcommittee of finance or the executive committee should develop recommendations for CEO compensation, as well as overarching policies on staff compensation, for full board consideration. With CEO compensation such a hot-button issue, Heinrich suggests the use of ongoing performance evaluation and benchmarking criteria, and the engagement of outside studies and counsel, if necessary, to aid in the process of negotiating and checking the appropriateness of compensation on an annual basis. Key committees, such as those noted, should consist of independent directors (who should comprise a majority of the board).

• **Overall board health:** Strong institutions think deliberately about the short- and long-term health, stability, and effectiveness of board members. These institutions maximize board member contributions by assuring an effective process for recruitment, orientation, education and training, involvement, and assessment. "It's important to think about how you bring the mission and impact of the organization into each and every meeting," Heinrich says. "It's also important to measure continually the overall level of satisfaction board members have. While the primary agenda item is the business and mission of the organization, board members should also be learning about the nonprofit business sector and enjoying their work with one another."

• **Conflict of interest and self-dealing policies:** While state law dictates acceptable behavior related to conflicts of interest and self-dealing, Heinrich recommends that boards craft and adopt their own policies to guard against potential conflicts and to reinforce desired behavior. In designing these policies, she suggests that boards review major activities and practices of the institution that might call into question issues of self-interest.

Looking to the Future

Heinrich is heartened by the resolve of client institutions and other nonprofits and their willingness to adopt sound governance practices. "More and more nonprofits are being thoughtful and deliberate in responding to the issues of the day," she says. "They are putting a mirror up to themselves and asking the kinds of questions that lead to solid practices and transparency on key issues."

She sees an added dimension of consulting as a result. Her campaign planning studies, for example, now include a comprehensive review of board documents, including board policies and by-laws, minutes of meetings, financial reports, committee job descriptions, and so forth. The goal: to assure that the institution's infrastructure is sound and can stand up to outside examination.

This is especially critical given the shift in donor expectations.

"Donors in many cases," Heinrich notes, "are evaluating organizations in the same way they do a for-profit investment. They are asking tough questions. 'Is this a good investment? Does the organization employ sound business practices? Is it capable of delivering on its mission? Is its governance sound? Is there a strategic plan to lead it into the future?' Essentially they are asking whether the organization is worthy of their support and capable of handling it."

The action institutions take in response to these questions, Heinrich says, will determine their future success and stability. The key, she believes, is a strong partnership between staff and board members. "Those institutions that use their boards not as caretakers of a static organization but as strategists to move the organization forward with a sense of purpose and vision will fare best in this environment." **M&L**

Board Roles and Responsibilities

In the publication "Ten Basic Responsibilities of Nonprofit Boards," author Richard T. Ingram outlines the fundamental roles of nonprofit governing boards. They are as follows:

1. *Determine the organization's mission and purpose.* The mission sets the stage for developing fundraising strategies and strategic planning, as well as the board's many other responsibilities.
2. *Select the chief executive.* The responsibility of choosing the chief executive undoubtedly has the greatest impact on the organization's development and effectiveness.
3. *Provide proper financial oversight.* Helping to develop and approve the annual budget is one of the board's most significant policy decisions because it sets in motion a host of programmatic, personnel, and other priorities.
4. *Ensure adequate resources.* Providing adequate resources is first and foremost a board responsibility. In organizations that solicit funds from individuals, all board members should make an annual gift aligned with their means.
5. *Ensure legal and ethical integrity and maintain accountability.* The board is ultimately responsible for ensuring adherence to legal standards and ethical norms.
6. *Ensure effective organizational planning.* The planning process enables the board and staff to translate the broad mission of the organization into objectives and goals that can be measured and accomplished.
7. *Recruit and orient new board members and assess board performance.* Boards have a responsibility to articulate and make known the needs that define a balanced board composition, and to properly orient new board members. The board also is responsible for assessing the performance of individual board members.
8. *Enhance the organization's public standing.* Government leaders, the media, and current and potential funding sources call for an ambitious and effective public relations program to ensure a healthy and accurate public image for the organization.
9. *Determine, monitor, and strengthen the organization's programs and services.* The board should have a good sense of its monitoring and oversight role by seeking a balance between the board's responsibility to ensure quality, cost-effective programs and services and the staff's responsibility to creatively initiate and conduct them.
10. *Support the chief executive and assess his or her performance.* The chief executive needs consistent moral and substantive support from the board, as well as frequent and constructive feedback.

Firm Enhances Screening and Technology Services

Marts & Lundy has announced the signing of two strategic partnerships that will enhance its position at the forefront of computerized prospect screening and help clients maximize their use of technology to support their development efforts.

An agreement with Kamtech Information Services, based in Montclair, N.J., represents a major step forward in the screening arena. The firm's technological offerings will be enhanced by a strategic partnership with online solutions provider Kintera Inc., based in San Diego.

Kamtech, under the direction of founder and managing partner Greg Williams, will assume full responsibility for overseeing the technical infrastructure of Marts & Lundy's prospect screening, including product development and innovation, data management and processing, and delivery. Williams brings to his role more than 25 years of experience in information services.

"The partnership will offer distinct advantages for clients who choose Marts & Lundy for their screening needs," says chair and CEO Michael Sinkus. "We are confident that in Kamtech's hands our products and services will reach new levels of quality and value within the rapidly changing and increasingly competitive technology environment."

The partnership will be transparent for Marts & Lundy clients. "The only evidence clients will see of this partnership," Sinkus says, "is a superior product, quicker delivery of screening results, and continued expert analysis and guidance."

The new partnership with Kintera advances Marts & Lundy's efforts to assist clients with integrating the art of fundraising with the rigor of technology and analytically based solutions.

Kintera is a leading provider of software as a service to nonprofits. The company's easy-to-use online tools help volunteers, members, donors, and staff share real-time data and information to strengthen their community and raise funds.

"The partnership with Kintera," Sinkus says, "will go a long way toward mainstreaming Internet-based technologies with established best practices of institutional fundraising." M & L

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Fund-raising fundamentals don't change, but today the effective application of those fundamentals is specialized, diverse, and often complex. Marts & Lundy combines decades of experience with new ideas to meet these challenges and serve the full spectrum of nonprofit organizations.

Our specialists offer a wide range of counsel and services, including: campaigns, major gifts, annual giving, gift planning, office assessments, strategic planning, development communications, prospect screening and management, e-philanthropy, data analysis, and more. Please visit our Web site for a complete list of services.