

# NEDRA NEWS

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## A Holistic, Proactive Approach to Prospect and Donor Services The Prospect and Donor Management Office

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Much of the historical debate among prospect research professionals in development and advancement offices focuses around issues of exactly *who* we are (professionals rather than clerical staff), *what* we do (research analysis rather than data entry), and *what* we have been (support rather than line staff). These issues have been examined and debated within non-profit organizations for nearly two decades to an increasingly interested audience of research professionals, development officers and fundraising executives.

Such debates are a positive catalyst in terms of achieving professional recognition, especially considering the growing demands for our specialized skills in an increasingly competitive charitable world. Ultimately, this movement directly influenced the growth of development research and elevated it from merely a *job* into a *profession*. And yet, even as we now garner both respect and influence within the typical development organiza-

tional chain of command, we still ask ourselves *where* — and in which direction — our profession heads as we face the year 2000?

One of the most important issues surfacing within the ranks of prospect researchers involves proactive versus reactive research. How can a proactive, interactive research operation exist within the typical structure

**How can a proactive, interactive research operation exist within the typical structure of an advancement office?**

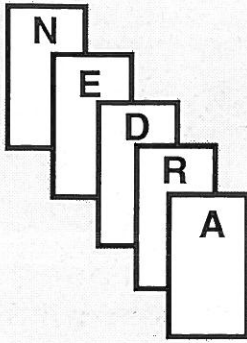
of an advancement office? Like other rapidly expanding advancement programs with very aggressive strategic plans, this question recently arose at UConn. Despite the University's obvious fundraising potential, most concerns focused on establishing a means of identifying prospects and ensuring that these prospects move through the development process quickly and efficiently. This issue resulted in a holistic approach to the entire prospect and donor services process and the creation of the Prospect and Donor Management office within the Office of Advancement Systems, in the Division of Institutional Advancement.

The future holds unlimited growth for our profession. The importance of defining our profession's future is crucial; not only to ourselves as professionals, but to our respective institutions which depend on our realized — and potential — talent. Resolving these issues will have a major impact on the survival of research departments within the ever-shifting organizational charts of an advancement office. Such resolutions could potentially earn prospect researchers the ultimate organizational credibility that we deserve. When UConn resolved this one important issue, that is exactly what happened. It is possible that your prospect research office may take the same organizational road as that of the University of Connecticut.

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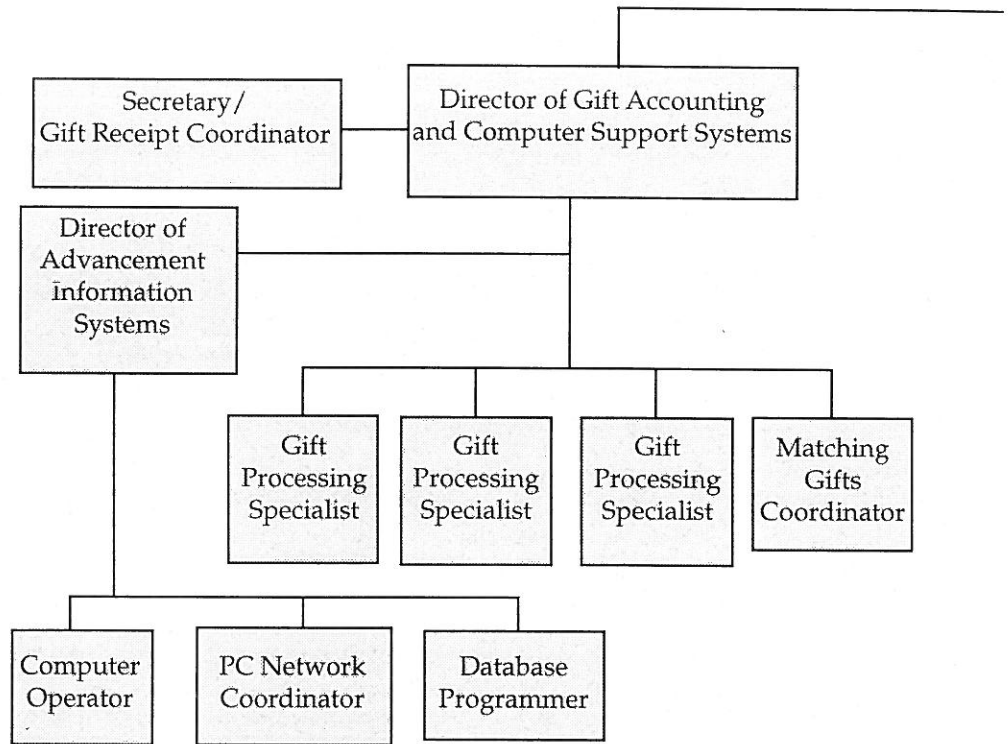
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## University of Connecticut Office of Advancement Systems Organizational Chart (Figure A)



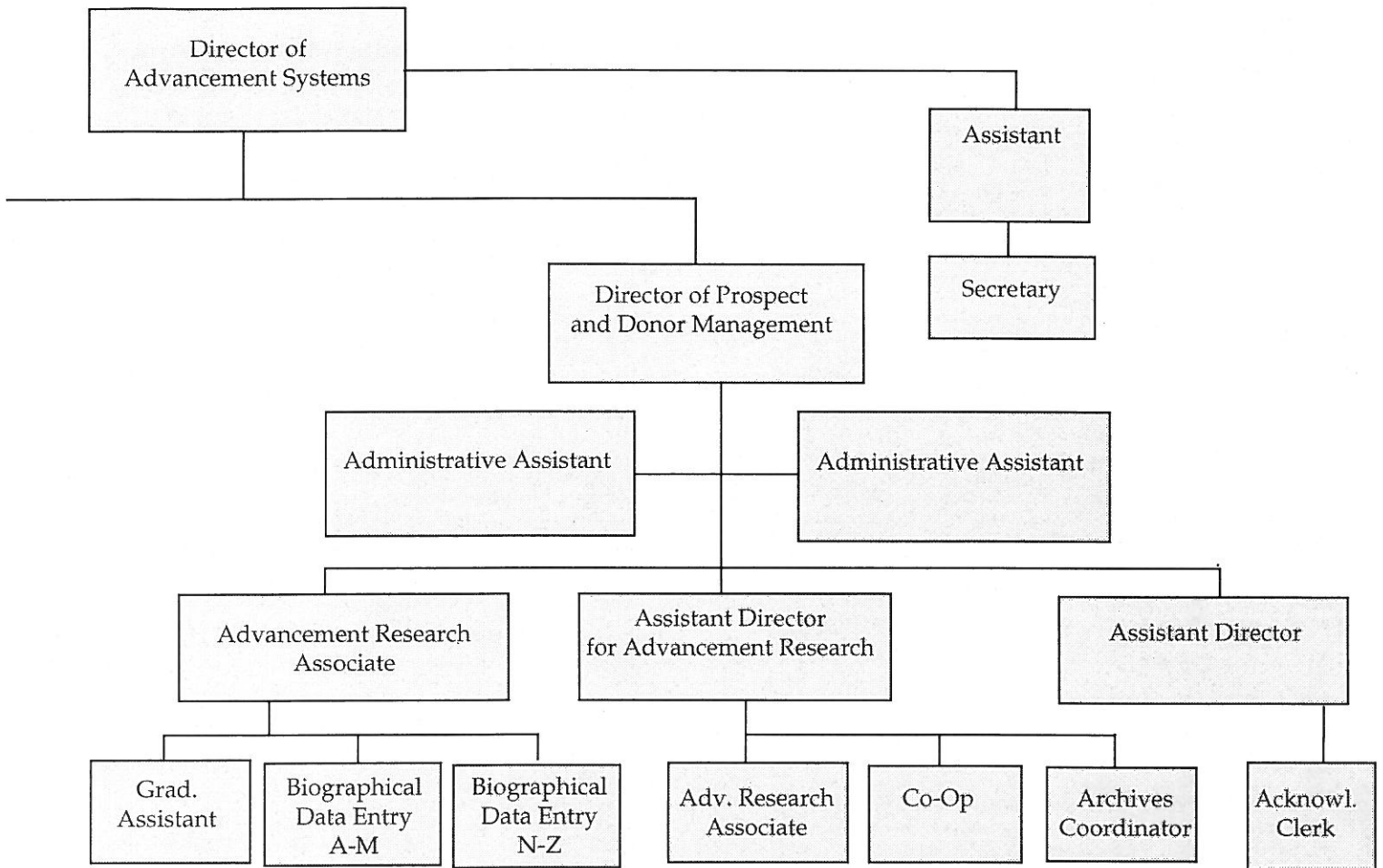
### A Brief History of Development Research at UConn

The University of Connecticut has more than 200,000 known individuals in its databases. Based on an estimate made by the Prospect Management staff, a tiny percentage of these individuals have been cultivated or solicited by the University for a major gift. This demonstrates the incredible fundraising potential at UConn. Moreover, there had been sporadic private fundraising activity after the last capital campaign throughout the general University. During this time, some larger divisions within the University used their well-developed and need-specific fundraising programs to target limited University funds. Prior to 1993, a universal university fundraising program did not exist.

It is also important to point out that budget cutbacks resulted in broad "de-staffing" of the Development Office. Also, after the capital campaign, some Development employees left UConn. Consequently, very few

people staffed the Development Research Office from 1987 until the first half of 1993. Much of the information gained during the last campaign was lost or not properly maintained. Some profiles were produced, usually by request, involving only a tiny minority of a few thousand cultivated prospects. Also, the department was utterly *reactive* providing information in profile form, rather than initiating prospect or donor activities. A system-wide, organized and *proactive* means of coordinating and identifying prospects, rating major prospect capability, tracking prospect activities, acknowledging gifts in an organized fashion, or stewarding donors also did not exist prior to 1993.

During these "dark ages," the University spent most of its external outreach energy cultivating the Connecticut State General Assembly to maintain a level amount of state funding despite massive budget state cuts (for more than a decade, overall state support for the University fell well below the fifty percent mark when compared to UConn's overall annual operating budget).



Unlike UConn's sister flagship universities in Pennsylvania, California, Virginia and Florida, UConn recently gained the necessary internal and external support to build and sustain a proactive advancement program that will annually raise millions of private dollars.

While catching up with its sister state-supported research universities (and to meet Connecticut's legislative mandate to radically increase private fundraising), UConn also realized that it needed to gear up its private fundraising capability in a quick, yet comprehensive manner. It required a catalyst to identify "targets of opportunity" in fundraising and external relations, and coordinate the overall prospect identification, cultivation, solicitation and stewardship process. This new department would free the Development Office to visit, cultivate and solicit prospects. This acknowledged need led to the formation of the Prospect and Donor Management Office, which consolidated Advancement Research, Donor Relations, and Prospect Management into one

large "super-unit." The director coordinated and managed these interdependent units and merged them into one cohesive, proactive, and multi-task department. This department, Prospect and Donor Management, now resides in Advancement Systems which is in the division of Institutional Advancement (Figure A, above).

These are the principles behind the UConn Model's structure:

The research operation is an integral part of the division of Institutional Advancement; it provides fundraising and informational support to all divisions of Institutional Advancement. This includes public affairs, special events, government relations, and alumni affairs. Since Prospect and Donor Management is a resource for the entire university, it is called the Office of Advancement Research instead of Development Research.

Rather than support only development, the Advancement Research Office supports all

of Institutional Advancement - including Development. The Advancement Research Office resides, along with other "cross-support offices" in the Office of Advancement Systems (OAS), within Institutional Advancement. The Director of OAS is the peer of the Directors of Development, University Relations, Alumni Affairs, Government Relations, all of whom report directly to the Vice President of Institutional Advancement (Figure B, next page).

OAS includes Gift Accounting, Computer Support Services, Prospect Management, and Donor Relations units as well as the Advancement Research operation. The Development Office, on the other hand, consists of professional development officers and support staff, all of whom utilize the myriad services provided by the Office of Advancement Systems.

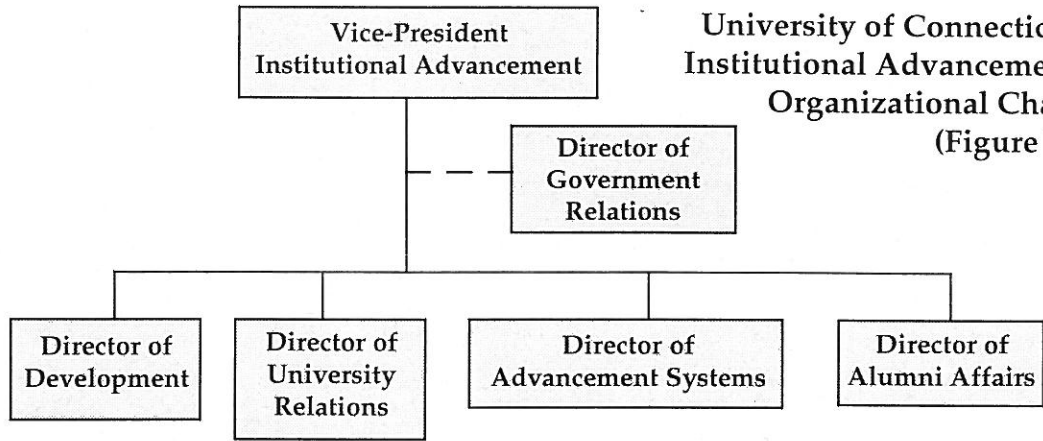
Development officers are employed to raise money - to cultivate and solicit prospects - not generate computer reports or handle

prospect tracking duties. Advancement Systems staff handle these support tasks. Fundraisers, however, must submit detailed call reports upon contact with prospects and donors. This way, it is easy to evaluate and track fundraising progress using the Institutional Advancement Prospect Tracking System.

Advancement Research, grouped with other "prospect/donor service operations," falls under the direction of the Prospect and Donor Management Office, which manages and coordinates all prospect and donor support operations throughout the University. This includes

prospect identification, rating, management and tracking, donor relations and stewardship.

University of Connecticut  
Institutional Advancement  
Organizational Chart  
(Figure B)



staff. Other duties include managing the volunteer board candidate database, computerized mapping services, planning and executing the National Constituent Screening Program, managing gift clubs and a campus visit program, writing personalized acknowledgements, marketing research, and statistical analysis for donor and prospect data, to name only a few typical tasks (Figure D, next page).

#### Benefits of the UConn Model

There are several significant advantages of the organizational structure employed by the University of Connecticut. Most notably, however, this structure frees the development officers from administrative and management duties and forces them to focus on raising money. Ultimately, the fundraising professionals have more time and energy to accomplish what they were really hired to do: raise money.

For researchers, however, this structure provides an opportunity for professional growth not usually realized in a typical development research organization. That is, in an organization like UConn's, researchers and other "service specialists" are considered line professionals within the Office of Advancement Systems. Our peers within Institutional Advancement are the professionals in the Development Office. This promotes teamwork and prevents the typical "class system" found in many development offices where fundraisers dominate the clearly subordinate professional research staff. The UConn model also prevents researchers and programmers from being relegated to *de*

### DONOR RELATIONS AND STEWARDSHIP (Figure C)

#### I. Structure

- A. Relationship to Prospect and Donor Management: An integral part of the Prospect Management System
- B. The Continuum:

*Prospect Identification -> Cultivation -> Solicitation -> Stewardship -> Cultivation -> Solicitation -> Stewardship*

#### II. Responsibilities

- A. Gift acknowledgements
- B. Donor Relations: Complaint resolution
- C. Campus visit program
- D. Endowment report communication to donors
- E. Guest lists
- F. Tickler system for birthdays, anniversaries, etc.
- G. Holiday cards
- H. Gift clubs and societies

#### III. Benefits

- A. Promotes and sustains donor involvement with the university
- B. Ensures university-wide and consistent quality of relations to all university prospects and donors
- C. Assists development officers with fundraising
- D. Allows development officers more time to ask for money

The Prospect and Donor Management Office also coordinates and manages all fundraising activity, from prospect identification and creating profiles, to rating the prospect and assigning the prospect to a development officer using Institutional Advancement's Prospect Management System.

The Office of Prospect and Donor Management also coordinates overall prospect activity throughout the cultivation process, and recommends re-assignment of a prospect to another development officer should the need occur. This office also manages the acknowledgement and stewardship process of the development continuum, including endowment support and giving clubs (Figure C, left).

Production of prospect profiles is only one small task for the Prospect and Donor Management

*facto* clerical ranks of the advancement hierarchy.

Other important benefits include task specialization and a more efficient development program. These are some of the benefits of task specialization:

**Prospect and Donor Management Office:** All prospect/donor initiatives and issues for the entire University are managed and resolved in one central place. This ensures a timely and consistent resolution. This organizational structure assures consistent and coordinated division-wide quality control and management for all University donors and prospects.

Rather than an over-emphasis on one subdivision's mission, the emphasis focuses on the overall mission of Institutional Advancement. Rather than every University department setting different priorities - Institutional Advancement sets priorities. One office houses the technical experts for prospect and donor support.

**Gift Accounting and Computer Support Systems Office:** All gift reporting and computer support initiatives and issues for the entire University are managed and resolved in one central area ensuring timely and consistent resolutions. This is important especially considering changing IRS regulations.

This organizational structure assures consistent, division-wide quality control and management for all gift accounting, gift reporting, gift auditing, and computer support services. The managers of the department are technical specialists in the areas of gift accounting and computer support operations.

**The Efficient Development Operation:** The fundraisers do not need to be involved with support issues on a regular basis other than requesting service.

This organizational structure allows development officers the freedom and time to travel and raise money to more easily reach fundraising goals.

This organizational structure also allows for more direct reporting lines within the Development Office. This clearly reveals the lines of accountability and responsibility — and

performance evaluation — among fundraisers.

This specialized structure forces the Development Office staff to plan and organize their respective campaigns. This allows the operations within the Development Office to be more organized, more goal-oriented, more focused, and more consistently able to meet shifting and increasing fundraising goals and priorities.

### **OAS: The Secret of the UConn Model**

The overall organizational vehicle for ensuring this innovative advancement organization is the Office of Advancement Systems. Furthermore, this department's existence in itself plays an extended role that benefits the entire University. These are some benefits:

The Advancement Systems organizational structure enables the technical staff to provide comprehensive, University-wide technical and informational support to all "external" University departments. This includes Alumni Affairs, University Relations, Government Relations, and Development.

This structure opens channels of communication and cooperation among all branches of the University's "arms for external outreach," and eliminates duplication of services throughout the general University. For instance, University Relations and Alumni Affairs do not need to employ computer technicians for support of their operations because these services are centrally located for their use within Advancement Systems. Therefore, the overall efficiency of the entire Institutional Advancement operation increases.

This structure also facilitates, expedites, and ensures the application of total and consistent quality standards. This allows the University to "project one external voice."

This structure gives Advancement Systems staff a broader and more compre-

### **ADVANCEMENT RESEARCH: PRIMARY RESPONSIBILITIES (Figure D)**

- Identify, confirm, and update all demographic and biographic records on Institutional Advancement Information System (UST) on a consistent, daily basis.
- Provide research analysis on individual, corporate, and foundation prospects and donors.
- Produce prospect profiles and detailed background reports on university prospects and donors.
- Conduct objective and subjective surveys of similar higher education institutions. This includes reporting and analyzing results about a variety of advancement topics, from annual giving and development issues to alumni and stewardship programming.
- Read, clip, and distribute press clippings from 10 daily regional newspapers and 12 national periodicals to interested Institutional Advancement departments. File clippings as appropriate.
- Plan, organize, and maintain the Institutional Advancement Archives, the master record-keeping and file system for Institutional Advancement.
- Provide marketing research support (market segmentation, direct marketing, and micromarketing expertise) and advice to Development, Alumni Affairs, and University Relations departments.
- Maintain, update, and expand the Advancement Research Resource Library, a collection of resources available in CD-ROM, book, and on-line formats.
- Provide support and advice to University Development Office with regard to fundraising strategies and plans.

hensive (and therefore less compartmentalized) outlook on all Advancement operations. This allows for creative and proactive input from the Systems staff.

Additionally, this broad support provides a diversity of types of assignments for Systems staff to resolve, thus alleviating frustration, boredom, and lack of professional growth. For instance, researchers at UConn do not work in a "profile factory," nor do prospect tracking personnel simply run prospect tracking reports. Researchers here often plan market research surveys, provide advanced statistical analysis, and graphs. Prospect tracking personnel may apply their skills to developing in-house databases to support the myriad of programs in government relations and alumni affairs. There is no such thing as a "typical day;" one day is always radically different than the day before (Figure E, right).

The overall OAS structure encourages a "customer service" orientation throughout the Advancement Systems organization. Advancement Systems exists solely to provide proactive support and service to Institutional Advancement, and does not exist as an end unto itself. Other divisions within Institutional Advancement, as well as the general University community, are OAS's customers. Our motto: "Please let us help and guide you. We are your partners in University Advancement."

Finally, the Advancement Systems staff, removed from the restrictions of Development Office oversight and management, is not continually reacting to shifting or conflicting fluctuations of demands and goals. This organizational structure demands that the Development Office establish priorities and demands prior to requesting service from the Systems staff. Long-term planning, therefore, is required and expected. In fact, this structure facilitates a proactive and creative approach because it allows the Systems staff to view the overall picture and to meet and even anticipate the future needs of Institutional Advancement.

The University of Connecticut has a very aggressive plan to dramatically increase its private fundraising capability and performance in a very short time span. One of the integral pieces of this plan is a *proactive*

*prospect and donor services office*. It is obvious that such a plan also requires a staff of professional, assertive development officers, yet these professionals cannot hope to realize their own goals without the *direct partnership* of the Prospect and Donor Management Office staff as part of the Office of Advancement Systems. An efficient

### TYPICAL ADVANCEMENT RESEARCH REQUESTS (Figure E)

1. Prospect lists
  - Development
  - Honorary degrees
  - Community leaders
  - Nominees for university boards
  - Alumni and university awards
2. Profiles
3. Addresses and telephone numbers
4. Find lost alumni
5. Market segmentation
6. Newspaper or periodical articles
7. PF 990s
8. Property assessments
9. Affiliations to establish family or business relationships
10. Academic records
11. Surveys
12. Identification of prospects by geographic area
13. Solicitation strategies
14. Request for maps and directions
15. Comparative information, graphed and charted
16. Demographic information by household

and well-managed Development operation, coupled with a proactive, holistic department for handling all aspects of donor and prospect operations, maximizes technical and fundraising talent and provides an efficient means of evaluation for all staff in both organizations. It also provides an unparalleled opportunity for the development officers to do what they do best — raise money — and for the Systems staff to do what they do best. The ultimate result is that the "experts"

concentrate on tasks in which they specialize, and leave other tasks to other specialists, making this type of organization one of the more efficient organizational models in the advancement field.

The support for this organization from the Prospect and Donor Management staff has been spectacular, and the direct impact of our activities has been significant within Institutional Advancement. We prefer being proactive, finding the diversity of our new tasks exhilarating. The potential for professional growth at UConn is unique compared with other large advancement programs. Such an organizational structure has delivered us from "profile production mode" into the realm of organizational credibility. Our products now include major University policies such as The University of Connecticut Institutional Advancement Prospect Management System, the design and management of the first University-wide Prospect Tracking System (UCIAPTS), and the planning and managing of significant campaign programs such as the National Constituent Screening Program. Such proactive contributions have earned us kudos throughout the University community, including some from various board members.

It is apparent from our own success that our organizational structure may provide an opportunity for our fellow researchers in other types of organizations. To us, this structure is not only innovative, it is revolutionary and futuristic. In a time of budget cuts and the increasing need to provide efficient multi-task operations for support of advancement programs, our organizational structure may provide the means of achieving these economies as it has done at UConn. Moreover, this also provides prospect researchers with the ultimate means of achieving professional and organizational credibility in the "jungles" of advancement organizational charts.

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### DID YOU KNOW?

NEDRA does not sell its membership list. However, it will allow use of the list for professional recruitment by non-profit organizations, or for educational opportunities offered by organizations with similar missions. For information, or if you do not want your name and address distributed, contact membership chair Robin Good at 508/934-2213.

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Dynamic! Provocative! Animated! These were some of enthusiastic comments from attendees at NEDRA's annual fall conference: Innovations In Prospect Research: The Technological Challenges. On November 1, 134 attendees gathered at the Sheraton Tara Hotel in Braintree, Massachusetts for the all-day conference.

## NEDRA's Fall Conference Focuses on Technology



Robert Ellis Smith and Susan Cronin Ruderman debated prospect privacy.

Research Technology and Privacy Issues: Two Views," by Robert Ellis Smith, Publisher, of *The Privacy Journal* and Susan Cronin Ruderman, Associate Director of Development Research, Harvard University and former NEDRA board member. In a thought-provoking and sometimes controversial debate, participants were directly exposed to some of the perils surrounding privacy issues.

dation, Abbey Silberman, from Combined Jewish Philanthropies, and Barbara Ziff, of Worcester Polytechnic Institute. They discussed issues they are facing with database management in three very different shops, with different constituencies, at different stages in their organizational history and using different kinds of equipment.

CD-ROM sources, presented by Rob Favini of Bentley College and Mary Frances O'Brien, of the Boston Public Library stimulated requests for more such information. And MIT's Chris Felker and Daniel Anderson were eloquent on the uses of the Internet for corporate, foundation, and international research.

Participants were especially enthusiastic about keynote speaker Russ Alan Prince, president of Prince and Associates of New York, consultants to nonprofit organizations. His talk on "Donor Typology" turned inside-out many peoples' traditional notions

Afternoon breakout sessions focused on specialized uses of technology. Participants were especially interested in the presentation by Debra J. Johnson, Prospecting Specialist, Bentz Whaley Flessner, who talked

In complete contrast, others, especially from small shops were pleased to learn about strategies they could use in the "Low Tech, No Tech" presentation by Sandra Hadamard of the Wheeler School, Millie Andrews of Wheaton College, and Alan Axelrod, of the United Way of Southeast New England.

Concluded NEDRA President Laurie LaMothe, "We continue to produce conferences of high programming quality that our participants find dynamic and energetic. On behalf of the entire NEDRA Board, I want to thank all the presenters and participants for sharing their visions and expertise on prospect research and related fields."



Debra Johnson discussed database segmenting....

about what motivates individuals to give and how best to approach them, particularly in the rich sophisticated circles Prince travels in. (For a review of his book, see page 14.)

The next presentation offered a totally different set of concerns: a panel: "Prospect

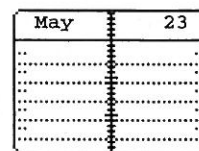


...while Chris Felker described Internet searches.

about using technology to segment databases and prioritize prospect lists for better management.

Others were enthusiastic about hearing practitioners from the Greater Boston Area: Susan Bear, of the Boston Latin School Foun-

### Spring Conference Date Set



Mark your calendar! NEDRA's spring conference will be held on Tuesday, May 23, 1995 at the Newton Marriott Hotel in Newton, MA. If you are interested in working on this conference, please contact Margaret Link at 203/685-2542.



# JOB NOTEBOOK

## **Manager of Prospect Information, Bucknell University.**

*Responsibilities:* As a member of the development team, the Manager will be expected to provide: (1) leadership in identifying new prospects and bringing them to the attention of the staff; and (2) full and active collaboration in the development of strategies for known prospects. The Manager will play a key role in maintaining the prospect management system, and will participate in all screening/rating activities. Other responsibilities include: leadership in the use of electronic database research; development of long-range plans for the research office; and the development of effective systems, procedures and standards. The position reports to the Director of Advancement Services and supervises one professional and two support staff. *Requirements:* Bachelor's degree; at least 3 years of relevant research experience, preferably in development in a higher education setting; supervisory experience; proficiency with personal computers and relational alumni databases; strong analytical ability and detail-orientation; and excellent organizational and communication skills. *Contact:* Candidates are invited to request an expanded job posting via internet, (rackoff@bucknell.edu) or by calling 717-524-3200, before applying. Send cover letter and resume to Dr. Jerome Rackoff, Director of Advancement Services, Bucknell University, Lewisburg, PA 17837. Review of applications starts January 18, 1994.

**Research Assistant, College of the Holy Cross.** *Responsibilities:* Reporting to the vice president of development, responsible for providing research for a comprehensive prospect identification, tracking and management program. Pre-

pare summaries, profiles and related reports for management and planning purposes using a variety of sources including reference texts and on-line databases. *Requirements:* A bachelors degree, strong writing skills and research experience is important. Knowledge of computers and on-line database searching is essential. An appreciation for the Jesuit character of the college and an enthusiasm and commitment to undergraduate liberal arts education is highly desirable. *Contact:* Sarah C. Connell, Personnel Department, College of the Holy Cross, 1 College Street, Worcester, MA 01610-2395. Please send your resume and cover letter ASAP as screening began on Dec. 1, 1994.

## **Associate Director of Research, Saint Joseph's University.**

*Responsibilities:* produce prospect profiles and detailed background reports on University prospects and donors; prospect lists for utilization in seeking contributions or grants in support of Development objectives; and perform special research projects as identified by the Director of Research and Prospect Management. Exercise discretion in obtaining and releasing confidential information. *Requirements:* Bachelor's degree and five years experience in fund raising, general knowledge of institutional advancement research methods, good oral and written communication skills. *Contact:* Saint Joseph's University, Director of Research & Prospect Management, Development Office, 5600 City Avenue, Philadelphia, PA 19131-1395

## **Development Researcher, Harvard Medical School.**

*Responsibilities:* Research and preparation of confidential reports on potential donors to the Medical School, as well as identification of new donors. Working independently, prepare concise, accurate and thorough reports and briefings that analyze and evaluate individual and institutional prospects for solicitation. Work closely with fundraising staff to identify new prospects in support of fundraising goals, and assist in

matching HMS priorities and programs with potential donors. Act as liaison with other University offices in connection with research activities, and interact with many outside agencies to gather and convey confidential and sensitive information. May oversee clerical and temporary personnel. Assist in longer-range fundraising projects and provide information about a broad spectrum of topics affecting campaign goals. *Requirements:* Bachelor's degree and at least two years' experience in related research; familiarity with business and financial sources; ability to organize and analyze complex material and to work with confidential information; strong writing and verbal skills; able to work independently in a deadline-oriented environment; good judgment and maturity. *Contact:* Susan J. Thompson, Harvard Medical School Office of Human Resources, 25 Shattuck Street, Boston, MA 02115.

## **Development position, The Association for the Preservation of Cape Cod.**

APCC is a small, Cape-wide nonprofit organization in its 26th year, located in Orleans, MA, with a membership of about 2,600. *Responsibilities:* Work closely with executive Director and President in donor research and prospecting, enhancement and retention of membership, establishing contacts with potential major donors and foundations. Plan and coordinate various appeals and special events; write proposals, annual report, newsletter and other material. Initial appointment will be for 12-18 months; starting salary in upper 20's. The successful candidate will generate sufficient funds to make this a permanent position. *Requirements:* Strong written and oral skills, computer literacy, 2-5 years experience. *Contact:* Send resume and list of 3-5 references to APCC, Development Search, P.O. Box 636, Orleans, MA 02653.

## **Development Associate and Development Assistant, McLean Hospital.**

*Responsibilities:* The Development Associate, reporting to the Vice President for Development, will be the chief resource in identifying and developing information on potential donors to McLean. Requires a bachelor's degree and one to three years

[CONTINUED ON PAGE 11]



# Caught in the 'Net

## Part I: Electronic Mail

BY JOSEPH BOEKE

Let me be the first to welcome you to the wonderful world some like to call the INTERNET. By now, I am certain that everyone who reads this article will have some experience with the "Information Superhighway". You can't walk into a bookstore, read a magazine or listen to the news without being exposed to it. The problem is, no two individuals seem to have the same degree of exposure. Therefore, this article has two elements. The first is informational material, on the net and the tools used to access it, and the second is practical examples of what you can do.

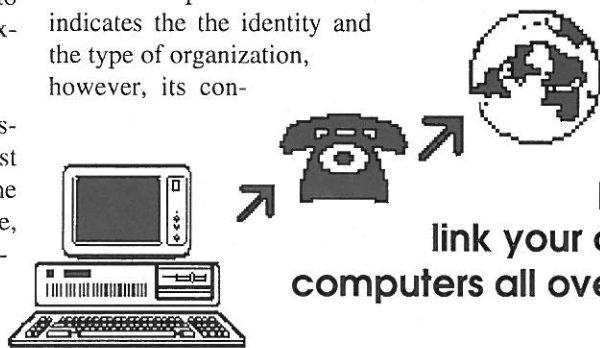
Some background: the INTERNET's ancestors go back about 25 years. These first networks were created by, and to serve, the Pentagon research community. At that time, the government saw the need for a communications system invulnerable to nuclear attack. So researchers developed a network that had no hub, no central switching station and no central governing authority. These original nets eventually grew and evolved into what is now called the INTERNET.

Although the United States pioneered the development of the INTERNET, today it (almost) seamlessly circles the globe. However, it is important to remember, that the "net" is not one gigantic network, rather it is a loose collection of networks, sharing certain features that permit each to talk to the rest. "So what?" you say. "What's there?" Everything, more or less. But we have to start somewhere, so let's start with electronic mail.

The desire to communicate is the essence of networking. People have always wanted to correspond with each other in the fastest way possible. On the net, electronic mail (or e-mail) is the tool that allows you to accomplish this. No matter if you are a casual Infonaut, or a power user, e-mail is/was/and will always be the one tool that proves most useful to you.

E-mail is tied to the concept of an address. An e-mail address provides all of the information necessary for a message to be delivered anywhere on the net. The e-mail address is composed of two parts, the userID and the domain (or location) identifier. The address is constructed by combing the two elements with an "@" as in: userID@domain (for example, my e-mail address is JRBOEKE@uci.edu).

The userID is generally some form of the user's real name, in my case JRBOEKE is short for Joseph R. Boeke. The domain indicates the the identity and the type of organization, however, its con-



struction is usually more complex. The consists of a minimum of two hierarchical elements connected by a "." (called a dot in net lingo). Again, using my address as the example, edu identifies my host as an educational institution and uci is the abbreviation for the University of California, Irvine.

Most domains are not so easily deciphered. However, addresses on the net do follow certain standards. Networks located in the United States (and to some extent Canada) can be broken down into six generic domains:

- COM: commercial sites, including corporations and online services.
- EDU: educational institutions, such as colleges and universities.
- GOV: non-military government sites like NASA and Congress.
- MIL: military installations and organizations.
- NET: Other networks to which e-mail must traverse a gateway (like UUNET).

ORG: Non-commercial, non-network sites and gateways (like museums).

Networks originating outside the United States are identified by a two-character country abbreviation (jp for Japan, uk for the United Kingdom, etc...). Most "foreign" domains follow the same hierarchical pattern as "domestic" ones (but are usually longer).

That's enough technical-gobbledey-goo for this column. Let's do some surfing...

So, what can be done with an e-mail account? One of the most useful INTERNET tools is the mailing list. A mailing list is simply an e-mail address that re-distributes

all mail sent to it back out to a list of addresses. There are literally thousands of mailing lists, covering just as many subjects. However,

there is one designed specifically for prospect researchers. It is called PRSPCT-L (pronounced prospect el).

PRSPCT-L is an automated INTERNET mailing list maintained at the University of California, Irvine. It was designed as a forum for the discussion of issues and ideas relating to our profession. Recent discussions have included prospect research resources (both electronic and paper), computer systems used in development, research techniques, and nationwide job announcements (please see the side bar on page \*\* for instructions on subscribing to the list).

If you are looking for another list, a good place to start your search is the list of lists maintained in North Dakota. By constructing a simple e-mail message, you can easily search the list for a mailing list that matches your interests. To find mailing lists that are relevant to your interests send the following message to [LISTSERV@vm1.nodak.edu](mailto:LISTSERV@vm1.nodak.edu):

**LIST GLOBAL /keyword**

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# A CONGRESSMAN'S LEGACY TO RESEARCHERS

BY MARGARET DREGER  
DIRECTOR, FOUNDATION RELATIONS  
WESTERN NEW ENGLAND COLLEGE

The First Massachusetts District was represented in Congress for 33 years by one remarkable man, Silvio O. Conte of Pittsfield. He died in 1991, and whether you voted for him or not, you had to concede that he took care of his district. Not a federal nail was hammered, not a brushful of federal paint was applied, not a federal program was threatened but Silvio was on the spot to be photographed, pointing with pride or viewing with alarm as the circumstances required.

While Silvio was on record as being against "pork" (he frequently declaimed against it

the United States, beginning in 1790. Not all records exist for every state, because of fires, improper storage, or unspecified "acts of God," but unless you are deeply interested in genealogy, the 1920 census, recently made public, will interest you the most. The government makes extensive use of aggregate data from each census, but by law, individual records are sealed for 72 years. The parents and grandparents of your prospects are in the 1920 census, and the data may give you the building blocks you need to construct a biographical file.

Researching a census record is a two-step process. Before you begin, you must know the first and last name of the head of the household, and the state and city of residence at the time. The family name is

**Researching a census record is a two-step process. You must know the first and last name of the head of the household, and the state and city of residence at the time.**



on the Floor of the House, wearing a huge pig snout), it's more than coincidence that so many buildings and institutions bear his name. We can thank him for the Silvio O. Conte Federal Building in Pittsfield, the Silvio O. Conte U.S. Fish and Wildlife Center in Hadley, the Silvio O. Conte Center for Polymer Research at UMass-Amherst, and even for the ousting of colonial royalty with the re-christening of the French King Bridge over the Connecticut River in Franklin County, now the Silvio O. Conte Bridge. For researchers, however, the prize is the Silvio O. Conte National Records Center in Peabody.

The building itself, just off Route 20 at 100 Dan Fox Road, is a huge warehouse with several floors taken up by federal records that are in temporary storage and will eventually be tossed out. The ground floor houses the microfilm library with 22 machines, three of which are accessible to handicapped researchers. The mode of operation is similar to that of the Federal Records Center in Waltham, MA—there are staff members and volunteers to help you get started researching families interviewed in the decennial enumerations of

"soundexed," linked to a phonetically-based code that ignores vowels and assigns numbers to consonants. An easy-to-use soundex chart is supplied.

I started with my grandfather, James J. Gayton. I know he was living in Philadelphia, Pennsylvania in 1920. Gayton "soundexes" as G235. Armed with that number, I consulted the Soundex catalog and found out that Pennsylvania G235 was on microfilm roll 1629. I dug that out, put it on the reel and started looking for James J.'s card. All first names are alphabetized. I reeled and reeled, past Jacob Gatton, Jack Gation, and on until—James J. Gayton! The microfilm copy of the index card told me that his full census record was in Pennsylvania Volume 245, Philadelphia enumeration district 794, Sheet 8, Line 29. Back to the file cabinet for Vol. 245. This time I was reeling and winding through the South Philadelphia streets I had heard my mother talk about, with family names of every ethnic background, but mostly Irish and Italian. I found James J. on South 16th Street in Ward 26, enumeration district 794, interviewed on January 12 by census taker Frank G. Boswell. There were James' wife, Margaret, my aunts

and uncles, and my darling mother, also Margaret, who was 14 at the time.

Both my grandmother and grandfather listed their parents' birthplace as Ireland. They could both read and write, were renting their house, and my grandfather was a supervisor for the Railway Express Company. My mother's oldest sister and brother were helping put food on the table, working side by side with their father. I stared at that record for a long time, thinking of the mother I lost six years ago and picturing her as a teenager.

I copied the data on a form supplied by the librarian, then on a whim decided to check out my husband's family. I knew that his parents also lived in South Philadelphia as newlyweds. I followed the same procedure, soundexing Dreger as D626, finding the index card and the microfilmed volume it referred to. While spinning the card file, I found a Dreger in Wayne, PA, described as an inmate of the State Hospital for the Criminally Insane. Disconcerting to say the least. But then, they're only my in-laws. There were Dregers from Canada, from Poland, from Russia and Germany—and then there was 25-year-old Robert A. on Hicks Street in Enumeration District 794, Ward 26, enumerated on January 14, 1920 by Frank G. Boswell, along with his wife Mary and their baby daughter Mary, just a year old.

All of Mr. Boswell's previous entries for that day were families on South 16th Street. Hicks Street was a little street just off South 16th. I realized that just two days before he interviewed the Dregers, Mr. Boswell had been at my grandparents' house. The same neighborhood, the same census taker, two families separated by only a few blocks. How many times did they pass each other on South 16th Street? They must have gone to the same church, shopped in the same stores, ridden the same trolleys. Thirty-five years later, my husband and I met—in Massachusetts! Among our six children, there's a Margaret Mary.

Census records like these are the main attraction for development researchers tracing families, neighborhood connections, and possibly inheritances. Historians and gene-

alogy buffs will love the Pension Records from the Revolutionary War, the rosters of the Imperial Russian consulates in the United States, the petitions for naturalization from all the district courts of Massachusetts, the indexes to passenger lists of immigrant ships, and one priceless set of records that was used in making the Civil War film "Glory," the complete records of the Fifty-fourth Massachusetts Infantry, the U.S. Army's first all-black regiment.

Development researchers in western New England and eastern New York will thank Silvio Conte for a great new resource. Parking and access to the Center are free; there is a lunchroom with a refrigerator and microwave, so you can spend the day. It is crowded during the hours 10 a.m. to 4 p.m. and you may have to wait for a machine, as they are "first come, first served." However, when I called ahead and said I was driving over an hour to get there, they offered me an orientation session at 9 a.m. which got me a machine ahead of time. The phone number is 413/445-7599.

## RESEARCHING GENEALOGY AT THE NATIONAL ARCHIVES: A NEDRA Roundtable

NEDRA will introduce members to the resources of the Silvio Conte Federal Records Center in Pittsfield, MA. The roundtable will feature and orientation by the staff, demonstrations of searches, and hands-on research on your prospect's genealogy. Registration limited to 22 people, so only two per institution, please.

*Date:* March 22, 1995  
*Time:* 1:30 p.m.  
*Place:* National Archives  
 100 Dan Fox Road  
 Pittsfield, MA

Please note: the fee is for NEDRA's sponsorship of this educational workshop. There is no charge for access to the Archives.

*Fee:* \$15.00 - members  
 \$20.00 non members.

Mail your registration, with a check payable to NEDRA, to:

Peggy Dreger  
 Western New England College  
 1215 Wilbraham Road  
 Springfield, MA 01119



### JOB NOTEBOOK

CONTINUED FROM PAGE 8

prospect research experience, including the use of computers and database software. Job Code DARPM-12/1. The Development Assistant is a generalist position, in which specific assignments may include planning special events, prospect solicitation, cultivation and stewardship, prospect identification, special projects and office management. Requires a bachelor's degree and one year of experience in a related field. Job Code DA-12/1. McLean Hospital is a Harvard teaching affiliate and a recognized leader in psychiatric care, teaching and research. *Contact:* McLean Hospital, Human Resources, 115 Mill Street, Belmont, MA 02178. Please include appropriate job code.

**Prospect Tracking Officer, Brandeis University.** *Responsibilities:* Maintain computerized tracking to monitor cultivation/solicitation plans for prospects of \$25,000 + gifts. *Requirements:* Knowledge of Macintosh, database management skills, and good interpersonal skills. College degree and previous Development experience preferred. Salary to high 20s.

*Contact:* The Employment Administrator, Brandeis University, PO Box 9110, Waltham, MA 02254-9110. PLEASE REFERENCE JOB #783.

**Research Analyst, Office of Alumni Records, Northeastern University.** *Responsibilities:* Collect and analyze financial and biographical information on individuals, corporations and foundations using standard reference texts and in-house and on-line databases. Prepare confidential summary reports and write prospect profiles. Assist in identifying prospects to be researched by scanning newspapers and other sources. Create database of prospects. *Requirements:* Bachelor's degree required. One to two years of related experience, preferably in a higher education development environment. Previous experience in determining priorities and criteria for research projects. Familiarity with biographical and financial resource materials and computer software packages. Excellent analytical, organizational and communication skills. *Contact:* Stacy R. Fugger, Northeastern University, 349 Richards Hall, 360 Huntington Avenue, Boston, MA 02115.

**Proposal Writer/Researcher, The New England Home for Little Wanderers.** 10 hours/week. *Responsibilities:* Organize and execute a comprehensive plan that will provide increased support for the NEHLW from private foundations, corporations, state and federal grants. Work closely with the director of Planning and Program Development and assist in the development of a program to increase support from individuals. Identify, cultivate and solicitation support from private, state, and federal grants; assess, organize and modify ways to enhance research procedures to maximize effective use of all resources; research and prepare special materials and reports as requested; cultivate and maintain relationships with funding source staff; participate in community outreach and other special events; meet with program officers to increase knowledge, interest and support of the agency's programs. *Requirements:* Bachelor's degree, Master's preferred; excellent writing, organizational and research skills; experience in proposal writing and fundraising activities; experience using

[CONTINUED ON PAGE 13]

## Subscribing to PRSPCT-L:

Most mailing lists are run by a software package called LISTSERV which allows the subscribers to add or remove themselves by sending simple electronic mail messages.

You may subscribe to PRSPCT-L at any time by sending the following command (via e-mail) to LISTSERV@UCI.EDU:

SUBSCRIBE PRSPCT-L firstname lastname

Where firstname lastname is the subscribers real name.

UCI does not charge a fee to the users of PRSPCT-L. After your subscription has been electronically processed, you will receive an e-mail message with some useful information about the list.

You may unsubscribe from PRSPCT-L in much the same manner. Send the following command (via e-mail) to LISTSERV@UCI.EDU:

UNSUBSCRIBE PRSPCT-L

Do not include your name or e-mail address in the unsubscribe command. Please note that these commands must NOT be sent to the list address (PRSPCT-L@UCI.EDU) but to the LISTSERV address (LISTSERV@UCI.EDU).

[CONTINUED FROM PAGE 9]

(Of course you must replace "keyword" with an appropriate search word such as marketing or education).

Another good resource for prospect researchers is related to PRSPCT-L. You can retrieve PRSPCT-L's subscriber list by sending the following command to LISTSERV@uci.edu:

### REVIEW PRSPCT-L

After a few minutes you will receive a list containing the names and e-mail addresses of over 800 subscribers to PRSPCT-L. With this list you can locate and contact colleagues at other institutions.

Say the person you are looking for isn't a subscriber to PRSPCT-L, but you know they have an e-mail address. There are two e-mail accessible services that you can use to search for an e-mail address. The first is a program at MIT that will search all USENET newsgroups for the string you specify.

Compose an e-mail message to mail-server@rtfm.mit.edu with the following command in the body of the message:

send usenet-addresses/Jane Doe

mailserv@internic.net. In the SUBJECT line type:

**whois <name>**

Substitute the last name of someone you know in place of "<name>" and see what comes back.

Another e-mail service available via the net is a filtering service for NetNews articles run out of Stanford University's Department of Computer Science. This clipping service works just like a traditional newspaper clipping service, delivering the files to your e-mail box. Please remember that this is still an experimental service. The filter can be set up by sending the following e-mail message to netnews@db.stanford.edu:

**SUBSCRIBE <search terms>**  
**PERIOD <1-9999> (default = 1)**  
**EXPIRE <1-9999> (default = 9999)**  
**THRESHOLD <1-100> (default = 60)**

Replace "<search terms>" with the keywords you are looking for (e.g., a company, school or name). Tend towards being specific and then broaden your searches after you become familiar with the service. The PERIOD is the frequency (in days) you wish to be notified of "hits" on your search terms.

Specify as much information as you can about the person (last name, first name, userID, site, etc...) to limit the amount of information returned to you.

The second way is the "whois" service that queries a database of INTERNET names and addresses. Compose an e-mail message to

EXPIRE is the length (in days) for which the subscription is valid. THRESHOLD is the minimum score for an article to be considered relevant. Every article is given a relevancy score, only articles greater than or equal to your THRESHOLD score will be returned to you. This number must be an integer between 1 and 100. The search methodology is not Boolean, so you can not use connectors like AND, OR, NOT, etc. To get more information on the NetNews filter send this e-mail message to netnews@db.stanford.edu:

### HELP

If you have any comments, questions or good tips feel free to e-mail them to me at JRBOEKE@uci.edu. Until next time, happy surfing!

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## NEW BOARD MEMBERS

NEDRA is pleased to welcome two new members to our expanded Board of Directors:

**Merritt Maxim** graduated from Colgate University with a degree in history, then spent year doing ship preservation work at the Mystic Seaport Museum in Mystic, CT. He made the shift to higher education in March 1991 when he joined MIT's Office of Development Services as a research analyst, serving the School of Engineering. Since then, he has worked in Foundation Relations as a senior research analyst. Since July 1993, he has been an assistant director in the Office of School Development Services, working with the Sloan School of Management and the Provost. Merritt can be reached at 617/253-3824, or via e-mail at rmaxim@MIT.EDU.

**Barbara Ziff** has served as Director of Research for the Office of University Relations at Worcester Polytechnic Institute for the past ten years. She also supervises gift recording, records and technical support services for the college's development office. Prior to joining WPI, Barbara worked as a classroom teacher, and as an administrator in banking and personnel. She recently completed a two year term as President of Worcester Area Women in Development. You can reach Barbara at 508/831-5608 or via e-mail, at BRZIFF@jake.WPI.EDU.

NEDRA congratulates the following NEDRA members, who have new jobs to start the new year:

*Jennifer Klein Sloan* has joined the staff of Boston University as a Senior Research Associate. *Valerie Anastasio* is now a Development Associate for Research at Harvard University. *Cynthia L. Horsman* is the new Director of Development Research at Bentley College. *Georgia Glick* has become the Vice President for Development at the Eastern Massachusetts Literacy Council. *Anne Zapadka Turcotte* is now a Senior Prospect Researcher at Bradford College. *Matthew Duffy* was promoted to Manager of Prospect Research at Trinity College. *Victoria Harris* has joined Morgan Memorial Goodwill Industries as Acting Director of Development. *Michelle McIntyre* has accepted the position of Assistant Manager of Research and Stewardship for Foundation Development at WGBH. *Janice Johnson* is the new Assistant Director of Development at Quinnipiac College. *Seth Rosenblatt* is now the Manager of Research for Alumni/Development at Babson College. *Cheryl Callnan* has taken the position of Corporate and Foundation Specialist at the Jackson Laboratory. *Mary Creeden Risio* is now the Director of Development for Matignon High School. *Nora Kanze Manuele* is the new Director of Annual Giving at Manhattanville College. *Sally Johnson Beyers* (formerly Sally Johnson) has been promoted to Research Associate at the Children's Medical Foundation of Texas. *Beth Neelon* and *Ranson Trimble*, both of Tufts University, have received promotions, and are now Senior Researchers. And *Sandra Larkin* has opened a prospect research consulting firm, under the name Larkin Research Associates.

NEDRA is also pleased to welcome the following new members: *Giliane Bader-Wechsler*, Boston University; *Kate Bateman*, Children's Hospital; *Elizabeth Borg*, Isabella Stewart Gardner Museum; *Christine Brake*, Harvard University; *Rebecca Brewster*, St. Paul's School; *Kate Buckley*, Babson College; *Frank Carotenuto*, Woods Hole Marine Biological Laboratory; *Laura Dawson*, Boston Lyric Opera; *Lisa DeCoursey*, Brandeis University; *Beth du Toit*, Harvard University;

## WHO'S WHAT, WHERE



*Michael S. Emery*, Boston University; *Leslie Flaherty*, Pine Manor College; *John P. Flaherty III*, The Medical Center of Central Massachusetts; *Sylvia B. Fournier*, Brown University; *Susan M. Friedman*, Cheshire Academy; *David Gerwe*; *Constance Goldman*, Hebrew Rehabilitation Center for the Aged; *Gary W. Gresh*, E-Call, the Ecology Hotline; *Stephen Groulx*, Demont & Associates, Inc.; *Dana V. Haskell*, Dartmouth College; *Linda Houle*, Cape Cod Community College; *Lindsey Humes*, Regis College; *Richard Jacobson*, Boston University; *Beverly Jacques*, William L. Jacques & Company; *Robin M. Klor*, Sloan Kettering Cancer Center; *Sandra Knapp*, Bentley College; *Lynn M. Korza*, Elms College; *Kristin Kristopik*, University of Connecticut; *Florence H. Lacouture*, University of Massa-

chusetts-Lowell; *Kristin J. Laffan*, Wheaton College; *Jeanne Loewenhardt*, Connecticut College; *Linda Marcus*; *Joe McCarthy*; *Mark McCurdy*, DataTimes; *Steven P. Mello*, Brown University; *Juliette Mercer*, Boston University; *Sandy Moats*, Smith College; *Laurel D. Modeen*, Emma Willard School; *Anne Novosel*, Mt. Holyoke College; *David Nuscher*, Harvard University; *Kendi Ozmon*, Harvard University; *Neil Parikh*, Milton Academy; *Michelle Plaud*, Salve Regina University; *Roger Powers*, The Albert Einstein Institute; *Hope Prockop*, Westminster School; *Polly Pruneau*, Assumption College; *Denise Reichenbacher*, Harvard University; *Susan M. Rokosz*, Elms College; *Christina A. Salvon*, Mount Holyoke College; *Kimberly Haas Savage*, Boston University;

*Kathleen Sharkey*, Earthwatch; *Sally Stanton*, Milton Academy; *Betsy Symonds*, Holy Cross; *Jane Wald*, Old Sturbridge Village; *Kerry A. Weiss*, Hebrew Rehabilitation Center for the Aged; *Lisa Fay Wellek*, University of Connecticut; *Barbra Wilbur*, Brown University; *Kristen M. Yarzab*, Winchester Hospital Foundation; *Mark Zelinka*, Wesleyan University; *Sandra Zommer*, Wheaton College.

*Who's What Where* is a regular feature of NEDRA News, reporting promotions, job changes, and new faces. If you have personnel news to share, please contact the Editor, *Sandra Larkin*, at 617/942-5714, email to [slarkin@tiac.net](mailto:slarkin@tiac.net) or send it to NEDRA News, 1770 Massachusetts Avenue, Suite 288, Cambridge, MA 02140.

### JOB NOTEBOOK CONTINUED FROM PAGE 11

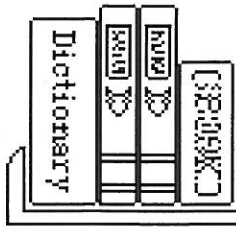
development information systems. Knowledge of child welfare sources preferred. *Contact:* *Hilda Rivera*, 617/264-5407, or write to New England Home for Little Wanderers, 20 Linden Street, Boston, MA 02134-1700.

**Development Associate, Lawrence General Hospital.** 32 hours/week.

*Responsibilities:* Perform a wide variety of staff functions to ensure the smooth and professional operation of the fundraising office, including: maintain an accurate record of donations received; generate reports which reflect the progress of the Hospital's fundraising programs; assist with the Annual Fund and special events. *Requirements:* Associate's degree or equivalent, knowledge of word processing and computer skills. Experience with Fund Master software a plus. Reports to the Vice Presi-

dent for Public Affairs. *Contact:* *Louise Pellerin*, Employment Coordinator, 508/683-0006, or send resume to the Human Resources Department, Lawrence General Hospital, One General Street, Lawrence MA 01842.

NEDRA also maintains job listings between issues of the newsletter. If you would like to place a job listing, or find out more about available career opportunities, contact *Dick Luxner* at 508/562-1288.



## Off the Reference Shelf: NEDRA Reviews

### **The Seven Faces of Philanthropy: A New Approach to Cultivating Major Donors**

by Russ Alan Prince and Karen Maru File  
First Edition, 219 pages  
Jossey-Bass Inc., Publishers (415) 433-  
1767  
\$27.95, ISBN 0-7879-0008-7

Reviewed by Robin C. Good  
Director of Prospect Research & Manage-  
ment, UMass Lowell (508) 934-2213

In *The Seven Faces of Philanthropy*, authors Prince and File present both a donor typology and a cultivation methodology. The donor typology introduces philanthropic personalities, the seven faces, which own specific motivations for giving and respond best to custom cultivation. The "Seven Faces" typology surpasses the affluence and life style segmentation provided by the familiar electronic screening services and offers a donor-centered approach to the cultivation of major gift prospects. *The Seven Faces* may already be familiar to readers from the extracted series that appeared in recent issues of the Chronicle of Philanthropy or from Russ Alan Prince's keynote presentation at the November 1, 1994 NEDRA Conference in Braintree, MA. Prince and File suggest that the *Seven Faces* segmentation and cultivation model be used to enhance, rather than replace, the fund raising skills and savvy a Development staff already possesses.

As in their other presentations, authors Prince and File compellingly apply principles derived from the sociological and marketing fields (segmentation research, life domains, professional services marketing, relationship marketing, referral networks, consumer word-of-mouth) to the fund raising endeavor. This study is a natural extension of their academic and professional experiences. Russ Alan Prince (SUNY, Stonybrook, B.A., Lib-

eral Arts, 1979 & M.A., Sociology, 1985; Columbia University, M.B.A., 1987) is a

Principal with Prince & Associates, which consults with organizations on fund raising, conducts custom research, and develops training seminars. Karen Maru File (Cornell University, B.A., Government, 1969; Boston University, M.A., Urban Affairs, 1972; Temple University, Ph.D., Sociology, 1979) is an associate professor of marketing at the University of Connecticut where she teaches in the MBA program.

Prince and File represent cutting-edge philanthropic research. It is fascinating to compare their study with "Million-dollar Motivations", (*Case Currents*, January 1995), in which Thomas J. Reilly, Campaign Consultant with the United Way of Greater Tucson, summarizes part of his dissertation research, conducted with the sponsorship of the University of Arizona Foundation and awarded the 1994 John Grenzebach Award for Outstanding Doctoral Dissertation. Reilly asked 30 top givers (17 individuals, eight corporations, and five foundations) who had pledged or given \$1 million or more to the University of Arizona what prompted their generosity. From the donor responses, Reilly developed an alternative motivational model, which encompasses Altruism (39%), Profit Maximization (32%), Direct Benefits (24%), and Reciprocity (5%), to describe what factors lead to making a major gift. Although the size of his sample is smaller and institutionally limited, Reilly provides a mix of donor types (individual, corporate, foundation) not found in the work of Prince and File; however, the characterization that a donor's giving decision is a rational choice based on self-interest is held in common; further studies will undoubtedly be illuminating and of practical application.

For *The Seven Faces of Philanthropy*, Prince and File conducted a multi-year research program in which over 800 individuals participated at one stage or another; they claim this is the largest affluent population studied to date. For the purposes of the study, an

affluent individual is defined as a person who maintains \$1 million or more in a discretionary investment advisory account and who contributed \$50,000 or more to a single nonprofit within the last two years. During Phase I: Preliminary Segmentation Study, a quantitative study of 476 affluent individuals was conducted. In Phase II: Testing of Motivational Items, a questionnaire of expanded motivational items was administered to 123 donors attending a weekend seminar on charitable remainder trusts. Within Phase III: Seven Faces Study, twelve professional service firms from across the United States identified 218 persons who met the \$1,000,000/\$50,000 criteria as the study group. The findings, the Seven Faces framework, was then evaluated in focus groups of nonprofit resource development executives and focus groups of nonprofit executives who confirmed its validity in the context of their own experience. To further validate the results, five or more members of each donor segment were re-contacted and phone interviewed at length about their motivations for giving. Phase IV: Longitudinal and Special Focus Studies, is still underway; the Seven Faces approach is now at use at a number of nonprofits across the United States where assessments to determine the framework's effectiveness for resource development work are ongoing.

*The Seven Faces of Philanthropy* is divided into two sections. Part One concentrates on profiling the seven faces of philanthropy. The seven types, their motivations, and their percentage of the donor population are summed up as the Communitarians: Doing Good Makes Sense (26%); the Devout: Doing Good is God's Will (21%); the Investor: Doing Good is Good Business (15%); the Socialite: Doing Good is Fun (11%); the Repayer: Doing Good in Return (10%); the Altruist: Doing Good Feels Right (9%); and the Dynast: Doing Good is a Family Tradition (8%). In arriving at these types Prince and File built upon previous studies of major gift motivation and strategies (J. Panas, T. Odendahl, P.G. Schervish, et al). The Seven Faces research program included all the attitudinal and motivational variables identified by the other researchers yet created an unprecedented large data set of affluent individual donors so that quantitative forms of data analysis could be applied. Because of the low incidence of major donors and their

personal concern for privacy, Prince and File had to forego the customary social science methodology of random sampling from a known population and employed a two-phase snowball sample identified by referral. In an Appendix, the authors are forthright in discussing their methodologies and identifying attendant risks. Snowball sampling, for instance, does not always allow reliable projections to the population under study and with referral identification it can be difficult to estimate sampling error data. I also had to constantly remind myself that although typologies invite "pigeon-holing", a donor actually may have several motivations for making a gift, some of which may not be easily articulated, even by the donor him/herself. It was also interesting to note that the donors in this study were overwhelming male, only Socialites (62.3%) and Dynasts (50%) represented women in philanthropy significantly; the issue of ethnicity was not addressed at all.

Part Two of the book concentrates on cultivating major donors within the Seven Faces framework and urges that fund-raisers move from understanding to action in order to effectively create continuing relationships and raise money. The four action steps for implementing the Seven Faces framework include; 1. Leveraging the Charity Network, by capitalizing on existing networks with major donors; 2. Crafting the Vision, by identifying the prospective donor's philanthropic personality, creating empathy by using meaningful language, and utilizing appropriate testimonials; 3. Promoting Charitable Giving Strategies, by educating donors to the various giving strategies, especially charitable remainder trusts and private foundations, and establishing strategic alliances with advisors to the affluent; and 4. Empowering the Philanthropist, by encouraging participation in major donor interactions, empowering through involvement, and strengthening the relationship through promotion and intermediaries.

Most intriguing for me was Step 2. Crafting the Vision/Building a Relationship, wherein researchers/fund raisers come to understand the motivations and giving history of a prospective major donor, then they identify the ways the mission and activities of the nonprofit dovetail with the interests of the donor, and finally, donors become affirmed in

their motivations and in the solid achievements of the nonprofit by endorsements and testimonials from people identified as known to the donor. Prince and File assert that there is no substitute for research and conversation; background research should be conducted on prospective wealthy donors before they are met with formally. Armed with background information, the best fund raisers engage prospective donors in conversations about their background, current situation, and giving interests, all the time seeking to understand the donor in detail. Fund raisers can thus learn what benefits are sought by prospective donors and will be able to identify each donor's philanthropic personality. The fund raiser should conduct conversations regarding life domains (the four F's: Family history, Financial orientation, Fundamental beliefs, Friends and associates) which fit comfortably into the patterns of conversation between people getting to know each other well. By asking the prospect questions about each life domain and listening to which one the prospect emphasizes, the fund raiser may identify the philanthropic personality. For instance, if within the family history domain, there is an emphasis on a tradition of giving, the speaker may be a Dynast, but if there is an emphasis on situational change, the prospect may more likely be a Repayer. And if within the fundamental beliefs domain, self-fulfillment is emphasized, the prospect may be an Altruist; if traditional religion is emphasized, the prospect may be a Devout, etc. Although Prince and File refer to a generic fund raiser figure throughout, obviously there are opportunities galore for the Development Researcher to be alert to the prospect's self-identifying motivations during the research process and to report them in the research profile and during prospect management or strategy meetings.

*The Seven Faces of Philanthropy* premise challenges the development researcher to expand our traditional focus on exploring giving ability and intent, to include motivation and its implications for the complete cultivation-solicitation-stewardship cycle. The Seven Faces thesis of philanthropic personalities is derived from United States millionaire individuals and makes no pretense of addressing international, less affluent, corporate, or foundation prospects. Each Researcher will want to assess how apt the

Seven Faces thesis is for their specific constituency; it looks to be a best fit for educational and health care fund raising at the \$50,000+ major gift level. Irrespective of institutional size or scope, the Seven Faces premise will probably be most valued by those Researchers who, perhaps in the context of prospect management, identify themselves also as fund raisers and embrace a holistic approach to building a philanthropic understanding and relationship with prospective donors. While I found the work to be absolutely engaging and thought-provoking, I purchased it for myself rather than for my Research Library. Others with library budgets which will only stretch to basic and general references, may well decide to split the acquisition cost with an interested front-line solicitor or collect the extract series from the *Chronicle of Philanthropy* (202) 466-1200.

## **NEDRA Board of Directors**

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**Barbara Ziff**  
(508) 831-5608; brziff@jake.wpi.edu

If you or someone you know would like to join The New England Development Research Association, please complete this form and send it to NEDRA, 1770 Massachusetts Avenue, Suite 288, Cambridge, MA 02140. Please enclose \$25 for an individual membership, or \$50 for a business membership (for-profit consultant or vendor). Our membership year is July 1-June 30.

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Organization: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Telephone: \_\_\_\_\_ Ext: \_\_\_\_\_ Fax: \_\_\_\_\_

Organization Type: \_\_\_\_\_ Management (budget, staff) Which hardware platform does your shop use?

\_\_\_\_\_ Arts/Cultural \_\_\_\_\_ Records Management \_\_\_\_\_ Macintosh

\_\_\_\_\_ Consultant/Vendor \_\_\_\_\_ Other (please specify) \_\_\_\_\_ PC

\_\_\_\_\_ Environmental/Conservation \_\_\_\_\_ Other (please specify)

\_\_\_\_\_ Healthcare/Medical How long have you been in the field of fundraising?

\_\_\_\_\_ Higher Education \_\_\_\_\_ 1 year or less \_\_\_\_\_ Other (please specify)

\_\_\_\_\_ Primary/Secondary Education \_\_\_\_\_ 1-2 years

\_\_\_\_\_ Social/Community Service \_\_\_\_\_ 3-4 years

\_\_\_\_\_ Other (please specify) \_\_\_\_\_ 5 or more years

Primary areas of responsibility/expertise: How much of that time primarily involved with prospect research? Which alumni/development database software does your shop use?

\_\_\_\_\_ Individuals \_\_\_\_\_ 1 year or less \_\_\_\_\_ Advocate

\_\_\_\_\_ Corporations \_\_\_\_\_ 1-2 years \_\_\_\_\_ Banner

\_\_\_\_\_ Foundations \_\_\_\_\_ 3-4 years \_\_\_\_\_ BSR/Advance

\_\_\_\_\_ International \_\_\_\_\_ 5 or more years \_\_\_\_\_ Blackbaud/Raiser's Edge

\_\_\_\_\_ Online databases/Internet \_\_\_\_\_ Other (please specify)

\_\_\_\_\_ Systems/Tracking \_\_\_\_\_ Other (please specify)

THANK YOU!



**NEDRA**

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