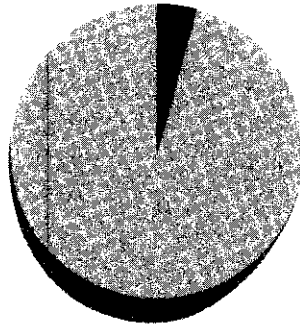




*Daring Goals for  
a Caring Society*

**INVOLVING YOUR CORPORATION  
OR FOUNDATION IN THE PROGRAM**

INDEPENDENT SECTOR is a nonprofit coalition of 650 corporate, foundation, and voluntary organization members. It is a national forum designed to encourage giving, volunteering and not-for-profit initiative thereby better serving people, communities and causes.



**"DARING GOALS FOR A CARING SOCIETY"**  
**INVOLVING YOUR CORPORATION OR FOUNDATION IN THE PROGRAM**

## INVOLVING YOUR CORPORATION OR FOUNDATION IN THE DARING GOALS PROGRAM

### INTRODUCTION

#### Daring Goals for a Caring Society

In the fall of 1986, the Members of INDEPENDENT SECTOR, a coalition of 650 corporations, foundations, and national voluntary organizations, issued a challenge to all Americans -- to join a nation-wide campaign aimed at doubling giving and increasing volunteering 50 percent by 1991.

Since the total level of giving and volunteering is primarily the cumulative expression of decisions made by individuals about how much to give or volunteer, one of the most important aspects of this campaign is to urge individuals to increase the amount of time and money they donate. Americans who "Give Five" -- five percent of their income and five or more hours per week -- are models for the rest of us; already more than 40 million Americans meet this standard for generosity in their giving or volunteering.

A report, available from INDEPENDENT SECTOR, called Daring Goals for a Caring Society, A Blueprint for Substantial Growth in Giving and Volunteering in America, explains the rationale for and the objectives of the campaign and outlines a strategy for meeting those goals. The campaign does not seek to achieve growth for growth's sake. Rather, it aims to build public commitment to private philanthropy and personal community service and to strengthen the programs and services provided by voluntary nonprofit organizations.

#### Strategies for Achieving Growth

The Daring Goals program has the following thrusts:

- Involving national leaders and leadership organizations

The more opinion-makers and public officials write and talk about the importance of giving and volunteering, the more frequently that message is carried to the public. INDEPENDENT SECTOR is meeting with public leaders and with representatives of national institutions who can help transform the national climate.

- **Sponsoring an Advertising Council campaign**

Public service advertisements designed by the Atlanta-based firm, Burton-Campbell, are being distributed to print and electronic media across the country. That material, which urges all Americans to "Give Five," is also available directly from INDEPENDENT SECTOR.

- **Supporting coalitions of local leadership organizations**

Organizations in communities across the country are joining together to form local coalitions designed to promote increased giving and volunteering close to home. These coalitions build community spirit and help increase the total level of resources available to support nonprofit services of all kinds. INDEPENDENT SECTOR has prepared a booklet, Starting a Coalition in Your Community, with tips on how to organize such a coalition in your area.

- **Involving national voluntary organizations**

National voluntary organizations serve constituencies and have affiliates in virtually every part of the country. Many of them are setting their own goals to attract increased contributions of time and money and are including in their materials the "Give Five" themes from the national campaign. A booklet, Involving Your National Voluntary Organization in the Program, is available from INDEPENDENT SECTOR to help voluntary organizations tailor the national campaign to their particular needs and objectives.

### Your Corporation or Foundation and the Daring Goals Campaign

Consult this booklet for ideas about how your corporation or foundation can support the Daring Goals campaign. There are three major areas of opportunity:

- Work with your community to boost individual giving and volunteering;
- Work with nonprofit grantees to help them improve the effectiveness with which they solicit funds and recruit and use volunteers;

- Involve your corporation or foundation directly by:

- 1) supporting the national campaign,
- 2) encouraging employee giving and volunteering, and
- 3) reviewing possibilities for increasing both the size and quality of your grants program.

How Your Corporation or Foundation Can Benefit from Involvement in the Campaign

- Increase prestige in the community

By assuming a leadership role in this campaign, your corporation or foundation can boost its standing in the community or communities in which it works. For businesses large and small, this is a matter of enlightened self-interest: with positive name recognition the public is more likely to be positively identified with the company, and employees are more likely to take pride in the organization.

- Strengthen fields of nonprofit endeavor important to your corporation or foundation

By making grants to improve management in nonprofits, including better fundraising and more effective recruitment and use of volunteers, your corporation or foundation is making a capital investment in the long-term growth and survival of these organizations.

- Improve the overall climate for giving and volunteering

A visible and successful campaign to boost giving and volunteering improves the climate for philanthropy and community service in communities which your corporation or foundation operates. For corporations that means a better environment in which to do business. For community foundations, that means more contributions to the endowment. All donors, moreover, benefit from improved public understanding of the nonprofit sector's role in our society.

- Strengthen the fabric of community

Everyone associated with a corporation or foundation benefits from living in a community guided by a spirit of generosity and public spiritedness. Individuals thrive in a productive, caring, unselfish environment and so, therefore, do the institutions they serve.

**WORKING WITH YOUR COMMUNITY  
TO BOOST INDIVIDUAL GIVING AND VOLUNTEERING**

INDEPENDENT SECTOR's booklet, Daring Goals for a Caring Society: Starting a Coalition in Your Community, suggests ways to organize a local campaign to boost giving and volunteering. Copies are available from INDEPENDENT SECTOR and information is always available concerning the status of Daring Goals coalitions in individual cities, regions and states throughout the nation.

The first step is to determine if a coalition has already started in the community and, if so, to join it. If there is no coalition underway, corporate and foundation leaders can play a key role in helping form one.

For corporations, there is the potential for involvement not only in the headquarters community, but also in other locations where the company has plants, branch offices or other installations. That effort begins with a small circle of local leaders and leadership organizations, including representatives of major businesses, foundations, nonprofit agencies, churches, the media, and public officials. Then the coalition works to:

- build the base of support among a wider and wider circle of organizations, institutions and community residents,
- conduct a survey to determine the current local level of giving and volunteering, and then set community goals for future years,
- help individual nonprofit organizations increase their capacity to raise funds, to recruit and use volunteers and to publicize the "Give Five" standard for giving and volunteering,
- encourage local media to report on the work and objectives of the coalition and to carry the message that each person should consider increasing contributions to voluntary organizations and involvement in community service,
- educate the community on an ongoing basis by sponsoring a series of programs on giving and volunteering.

Donor organizations can take a prominent role from the start in making a local coalition work. Your corporation or foundation might:

- provide top level leadership and enlist support of peer leaders in the community
- provide space, phone, office equipment, and loaned staff to manage the coalition for a longer period of time
- provide financial assistance for the coalition
- loan other needed talent in such areas as strategic planning, office administration, financial services, design, demographic studies, market research, and survey development and implementation
- take the lead in your corporation's or foundation's particular area of business or expertise

For example, The Denver Post supported its coalition, Metro Denver Gives, by publishing a special section of the paper devoted entirely to the results of a local survey on giving and volunteering. A public relations firm might offer marketing assistance, a computer company might lend equipment and technical expertise, and a radio or television station might donate program time.

- underwrite a survey of community giving and volunteering

A community-wide survey will provide information to (1) determine baseline levels of giving and volunteering, which can then be compared with national and other local survey data; (2) set realistic annual and five-year goals for increased giving and volunteering; and, later, (3) measure increases that have occurred as a result of the campaign.

- sponsor a fair aimed at informing the public about a variety of opportunities for giving and volunteering in the community
- help purchase or donate goods and services needed by the coalition



INDEPENDENT SECTOR has published a report, Resource Raising: The Role of Non-Cash Assistance in Corporate Philanthropy, by Prudential Foundation President Alex J. Plinio and Dr. Joanne Scanlan, which includes ideas and examples applicable to a Daring Goals Coalition. Among the possibilities are donated rental space; dining and meeting facilities; telecommunications services; mailing services, transportation services; computer services; and public relations services, including printing and duplicating, audio-visual and graphic arts services, planning for special events, conferences and meetings, and public service advertising.

## HELPING NONPROFIT VOLUNTARY ORGANIZATIONS IMPROVE THEIR EFFECTIVENESS

Corporations and foundations can support the Daring Goals program by broadening their grants program to include support for organizational development as well as for specific programs. Good management, effective fundraising and a well-run volunteer program are more important to the health of the average nonprofit than the vitality of any single program or project. Investing in these basic nonprogram functions is like investing in basic research and development: the expenditure of a modest amount of money today can yield benefits for years to come.

Your corporation or foundation might designate funds in one or more of the following grant areas:

### I. Organization and Management

The effectiveness of nonprofit organization and management is closely related to the organization's capacity to find and train high-quality leaders and managers. To get the most for their grant dollar, donors may wish to consider grants that strengthen the ability of individuals in the sector to perform effectively.

#### A. Leadership training

##### 1. Staff training

Donors might consider supporting either

- (a) leadership or fundraising training programs,
- (b) the individuals who participate in them (by providing scholarship or fellowship funds), or
- (c) the organizations in which the individuals work. For example, an agency might receive support for training ten staff members according to their different needs or an organization might hire a management training firm to come in and boost staff skills on the job or through a special training program given all managers.

## 2. Volunteer training

### a) Board training

Volunteer nonprofit Boards can benefit from training programs that help them plan, evaluate and fundraise more effectively. Materials such as Brian O'Connell's The Board Member's Book, Making a Difference in Voluntary Organizations, can be used to help plan, conduct and evaluate such programs.

### b) Training for staff volunteers

Donors can provide grants to revamp or expand volunteer training programs. Volunteers who are well-informed about the purposes of the organization and the duties they are expected to fulfill tend to be better motivated and more effective.

## B. Planning, evaluation, and other management skills

- Donors can support the hiring of consultants to problem-solve and assist in planning and evaluation
- Donors can support programs to teach nonprofit staff how to identify appropriate consultants and how to supervise their work. The effective use of outside consultants is an important problem for many nonprofit managers.

## II. Fundraising and Volunteering

### A. Challenge grants

Donors might challenge nonprofits with a grant contingent on the recipient organization's success at increasing the number of its donors or the number of its volunteers, or both. Or they might design a challenge grant to increase the size of donations by making the grant contingent on increasing the number of donors giving above a certain dollar level.

### B. Fundraising -- other approaches

#### 1. Seed money

Donors might give seed money to increase an organization's capacity to raise money. The grant would be made with the understanding that the organization would have to designate a portion of the

money it raised that year as seed money for the following year's fundraising budget. Organizations could be permitted to spend the donated funds in any way they saw fit, e.g., hiring a development officer, developing a direct mail campaign or holding a special event.

## 2. Start-up money

Donors might make grants to nonprofits that have little or no capacity to raise funds in order to allow them to initiate a systematic fundraising program.

## 3. Planning and evaluation grants

Donors might fund planning and evaluation of existing fundraising programs, to help nonprofits refocus their efforts, set medium- or long-term goals, and develop a plan to meet those goals.

# C. Volunteers -- other approaches

## 1. Planning and evaluation

There is a pressing need for sound planning for an evaluation of nonprofit volunteer programs, especially in the recruitment and use of volunteers. Analyses would focus on such issues as: what activities volunteers perform, where in the organization volunteers might be successfully introduced, and how that expansion might be accomplished, what kind of orientation volunteers currently receive and how that orientation might be strengthened.

## 2. Recruitment

Donors might support a short-term infusion of funds to boost volunteer recruitment and improve screening and initial training. Such projects might include special community outreach programs and local advertising.

## INVOLVING YOUR CORPORATION OR FOUNDATION DIRECTLY

### I. Supporting the national campaign

An important component of the Daring Goals campaign is the message that those Americans who "Give Five" -- five percent of their income and five or more hours each week -- are the models for the rest of us, and that society would be substantially strengthened if each of us gave more. The objective is to create an environment in which all Americans make conscious and informed decisions about their giving and volunteering.

Promoting The Advertising Council campaign

#### A. Outreach to the public

Your corporation or foundation can help promote the national "Give Five" campaign in the community or communities in which it operates. You can contact local magazine and newspaper editors and public service directors at local radio and TV stations urging them to carry The Advertising Council ads. A request of this kind from a prominent institution in the community is more likely to bring a favorable result than a request from a national organization. The message to convey is that the campaign will benefit the local community. All the print ads are designed so that a local tag and logo can be added to the national message.

The electronic and print media are not the only means of reaching the public. Other opportunities include:

- urging local banks and utilities to include the ads in their statements or bills to customers,
- contacting the local transit system, asking them to carry the ads on their buses or subway cars or in waiting station advertising space,
- urging local merchants or public institutions such as libraries to display posters based on the print ads.

## B. Promotion by your corporation or foundation

The Advertising Council campaign slogan is "Give Five. What you get back is immeasurable." That slogan plus the campaign logo -- a white circle with a red pie sliver indicating how small five percent is -- can be used in your corporation's or foundation's publications or added to your letterhead. Camera-ready advertisements are available for inclusion in your in-house newspaper or magazine, or they may be blown up as posters for display in your facilities or offices. Staff may be encouraged to wear the "Give Five" buttons, and the print ads may be adapted as paycheck stuffers for employees.

Corporations with established local or national advertising programs can use Give Five materials as a public service feature of corporate advertising and link the company name with Give Five. For example, companies can promote the message about giving and volunteering as an add-on to their regular advertisements in much the same way as they noted their support of the U.S. Olympic Team in 1986. Similarly, corporate public service ads in printed programs for local concerts, plays and other events can contain a Give Five ad.

## II. Encourage Employee Giving and Volunteering

Your corporation or foundation can make its employees aware of the importance of giving and volunteering in many of the ways suggested above, and it can also give them positive incentives to be more generous. Many corporations have been experimenting successfully with ways to encourage employee giving and volunteering. Here are some ideas, drawn from the Plinio/Scanlan report. The suggestions are aimed primarily at corporations, but many of them can be adopted by foundations as well:

- Make information about community volunteer opportunities regularly available to employees via in-house publications, bulletin board notices and flyers.
- Survey employees about their giving and volunteering habits and publish the results.
- Recognize employees who volunteer through awards programs, publicity and special events.
- Allow nonprofits to recruit volunteers on your corporation's or foundation's premises.
- Loan personnel on a long- or short-term basis to nonprofits to assist them with management, financial and organizational problems and opportunities.

- Host joint fundraising drives and encourage employee participation.
- Sponsor community projects that recruit employee volunteers.
- Encourage executives and other staff to serve on boards of directors of nonprofit organizations; recognize those who already serve.
- Grant "release time" to employees who volunteer during regular work hours.
- Maintain a "clearinghouse" to match employees with community volunteer jobs.
- Maintain an employee "skills bank" to catalogue employee skills and interests and the times they are willing to volunteer.
- Make monetary grants and contributions available to nonprofits based on employee donations of money and time.
- Encourage volunteer work by retirees.
- Make available materials, services and facilities to employee or retiree volunteers and the nonprofit groups with which they work.
- Include in performance appraisals of management employees an evaluation of their record of community service.
- Create an employee committee to link cash grants with technical assistance and volunteer help.
- Permit auctions or raffles of employee-made and donated crafts and baked goods that generate funds for nonprofits; sponsor an employee "garage sale," earmarking proceeds for designated nonprofits.
- Support short-term calls for employee volunteers on such projects as telethons.
- Provide seminars for employees on nonprofit organization and management so that they will be more effective volunteers; provide guidance about how individuals can make better decisions about how much and where they give.
- Create a program in which employee volunteers can train nonprofit staffs in their particular area of expertise; for example, support a course in personnel management for nonprofit executive directors and supervisors.

### III. Reviewing Possibilities to Increase the Size and Quality of Your Corporate or Foundation Grant Program

The Daring Goals program has as its major emphasis increasing individual giving and volunteering. Nonetheless, your corporation or foundation may wish to review the level, direction and thrust of its giving program in order to ensure that available resources are spent in the most effective way. Corporations and foundations can use the Daring Goals program as an occasion to reassess their total level of giving.

#### A. Effective Corporate Giving Programs

In a recent study of 48 well-established corporate giving programs, INDEPENDENT SECTOR Executive Vice President Burt Knauft found that 1) those companies with well-defined grant criteria or priorities generally have far more effective giving programs and 2) the most sophisticated approach to corporate giving involves establishing internal short- and long-range targets for the size of the contributions program.

Dr. Knauft's report, Profiles of Effective Corporate Giving Programs, available from INDEPENDENT SECTOR, found that well-managed programs had these characteristics:

- a budget and long-range goals
- written objectives and clearly delineated priorities for giving that are reassessed, at least once every three years
- information concerning guidelines, priorities and application procedures and processes readily available to grantseekers
- active CEO support for the program
- a formal mechanism in place for involving company managers in the contributions programs
- an annual contributions budget with a contingency or discretionary category equal to at least 20 percent of the total budget.



Organizations are encouraged to reprint all or part of this booklet for further distribution.

Copies of "Daring Goals for a Caring Society," the INDEPENDENT SECTOR booklet outlining the rationale for and the objectives of the national Campaign, may be obtained from INDEPENDENT SECTOR, Department Q, 1828 L Street, N.W., Washington, D.C. 20036. Single copies are available for \$5.00 (all orders prepaid, please). Bulk orders receive a considerable discount.



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