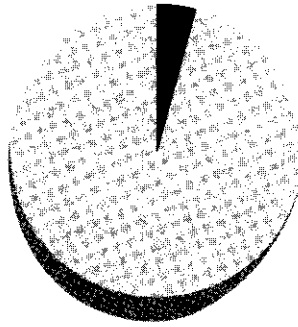




Daring Goals for a Caring Society

**INVOLVING YOUR NATIONAL VOLUNTARY
ORGANIZATION 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"

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INVOLVING YOUR NATIONAL VOLUNTARY ORGANIZATION 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 and volunteer, one of the most important aspects of this campaign is to urge individuals to give and volunteer more. 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.

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, but rather aims to build public commitment to private philanthropy and personal community service and to strengthen the programs and services provided by voluntary nonprofit organizations.

Four Strategies for Achieving Growth

The Daring Goals program has four main program 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 representatives of national institutions that can help transform the national climate, and it is asking for support from the White House and from other public leaders.

- **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 all nonprofit services. INDEPENDENT SECTOR has prepared a booklet with tips on how to start 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. This booklet describes strategies your organization may use to tailor the national campaign to your particular needs and objectives.

How Your Organization Can Benefit from the Daring Goals Campaign

1. Strengthening your organization

By investing in your capacity to raise money and attract volunteers, your organization will gain additional financial and human resources to invest in your program mission. A review of current fundraising practices and patterns of volunteer recruitment and management should also improve the overall effectiveness of the organization.

Organizations with affiliates and other local constituents will find that the campaign will help strengthen ties to the national organization. It's a campaign that can pull any organization together.

2. Increasing the base of financial support for your organization

Research has shown that greater volunteer involvement will also increase cash contributions because those who volunteer are far more likely to be financial contributors.

3. Improving the national climate for voluntary organizations

The visibility and success of the national campaign should improve the overall climate for voluntary organizations in general, therefore providing a more favorable climate for support of your organization.

HOW TO INVOLVE YOUR ORGANIZATION IN THE DARING GOALS PROGRAM

Voluntary organizations have different structures, constituencies and needs; therefore there is no single recipe for participation in the Daring Goals program. This material is intended to provide a starting point for discussion and action. Each organization should tailor the program best to fit its own situation.

1. Review the Daring Goals Program

Become familiar with Daring Goals for a Caring Society. This booklet contains basic statistics on giving and volunteering, describes the origins of the campaign and gives the rationale for its national goals.

2. Establish a Five-Year Plan for Your Organization

Your part in Daring Goals must reflect the needs, resources and potential of your organization. This analysis and goal setting is best accomplished through a five-year plan. The plan sets forth long-range program objectives and the financial and human resources required to reach these objectives. The following steps are suggested:

- a. Assess the organization's recent performance and strengths and weaknesses. This should include degree of achievement of program objectives, staff and board performance, fundraising results and effectiveness in the recruitment and use of volunteers.
- b. Analyze the market potential for the next five years for the services or activities performed by the organization. Factors in the external environment should be included in this analysis.
- c. Develop achievable but stretching five-year program goals and an estimate of the financial and human resources (volunteers and staff) required to reach those goals.
- d. Develop plans for raising the required funds with intermediate goals and time tables. Similar plans should be developed for the recruitment and effective use of volunteers.
- e. Develop annual operational plans to support the long-range plan. Monitor performance against plans and make annual adjustments in long-range plans as appropriate.

3. Define the Role of the Organization's Board of Directors

The Board has a key role in the formulation of policy and direction of an organization and should be closely involved in the long-range planning process and in supporting fundraising activities. For example:

- a. The Board should set fundraising goals for next year and for five years that are realistic, but that stretch the Board and everyone else in the organization.
- b. The Board must commit a significant portion of the resources of the organization, including its own time, to the pursuit of fundraising goals. For most organizations, it will take a minimum of 20 percent of the organization's time and money to develop

a significant fundraising thrust. This is fully justified if, in the long run, the organization will be able to do more in the fulfillment of its program mission.

c. Similar Board commitments should be made in establishing and achieving goals for increased volunteer participation.

d. The Board should devote a full meeting to reviewing and adopting goals and a portion of almost every following meeting to evaluating progress toward program, fundraising and volunteer goals. It should resolve to make these goals central to everything the organization does.

e. The Board should periodically assess its own composition and performance to ensure that it is doing its part to achieve the goals. In this process, it may make appropriate changes in its own membership.

4. Develop Strategies for the Recruitment and Effective Use of Volunteers

A common complaint of volunteers is that they are not properly challenged in their assignments. The overall plan of the organization should consider the proper role or roles of volunteers for that organization, the characteristics of the "ideal" volunteer, how and where the volunteers should be recruited and screened and what training, support and feed-back they should receive. It is important that volunteers be adequately recognized and that strong volunteers receive special recognition.

5. Available Resources

A number of resources are available to assist organizations in developing their own Daring Goals program and carrying out the steps listed above.

a. General Resources

o Some nonprofit organizations have had more experience than others in planning, goal setting, fundraising, and use of volunteers. Most such organizations are glad to share their experiences with peers, either in their field or in their community. In cities or regions where local Daring Goals coalitions are formed, the coalition provides a network for linking organizations together to share experiences and techniques that work.

o INDEPENDENT SECTOR will act as a clearinghouse and plans to produce Resource Kits that describe written materials on the market in such fields as Board development, fundraising, volunteer programs, and long-range planning.

b. Fundraising

Two national organizations whose members have had extensive fundraising experience have volunteered to assist in the Daring Goals campaign. They are:

National Society of Fund Raising Executives
1101 King Street #3000
Alexandria, VA 22314
(703) 684-0410; and

American Association of Fund-Raising Counsel
25 West 43rd Street
New York, NY 10036
(212) 354-5799

c. Volunteer Activities

Several national organizations are sources of volunteers and sources of counsel in matching volunteers with specific assignments. A few examples of INDEPENDENT SECTOR Member organizations include:

VOLUNTEER: The National Center
1111 North 19th Street, Room 500
Arlington, VA 22209
(703) 276-0542
(also links with over 200 Voluntary Action Centers across the nation and with many corporate employee volunteer programs)

Association of Junior Leagues
825 Third Avenue
New York, NY 10022
(212) 355-4380
(A link to local Junior League volunteer operations in many cities)

National Executive Service Corps
622 Third Avenue
New York, NY 10017
(212) 867-5010
(Matches retired executives with specific volunteer assignments)

National School Volunteer Program, Inc.
701 North Fairfax Street
Alexandria, VA 22314
(703) 836-4880

HOW TO ADAPT THE NATIONAL CAMPAIGN TO YOUR ORGANIZATION'S NEEDS

Give Five

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 our society would be substantially strengthened if each of us gave more. The objective is to create an environment in which all Americans pay more attention to their decisions about giving and volunteering.

- Adapting the advertising campaign

INDEPENDENT SECTOR, in cooperation with The Advertising Council, has produced a series of ads suitable for publication in your organization's newsletter or magazine. These ads can also be printed as posters. There are also TV and radio ads that can be aired in conjunction with your organization's own public service messages.

The campaign's slogan is "Give Five. What you get back is immeasurable." Its logo, a white circle with a red pie sliver indicating how small five percent is, can be used in your own fundraising letters so that your message reinforces the message that will simultaneously appear in the national media and in major media markets across the country. Suggestions for use of the slogan and logo include:

- add it to your letterhead or publications;
- distribute buttons with the logo to all volunteers;
- ask staff to wear the buttons;
- recognize the noteworthy achievements of contributors and volunteers by giving them a keepsake that features the "Give Five" logo.

Materials for the "Give Five" campaign — camera-ready ads, video and audio tapes and buttons — are available from INDEPENDENT SECTOR.

- Promoting the advertising campaign through your network

In addition to incorporating the "Give Five" message into your own materials, there is also the opportunity to promote the national materials at the local level through your affiliates and your members. Your organization can encourage outreach to public service directors at local radio and TV stations and to local magazine and newspaper staff charged with approving public service messages. That outreach might include calls and letters or a breakfast or lunch designed to call their attention to the materials. An important message to convey to media representatives is that the campaign will benefit the local community. Affiliates and members might also contact local banks and utilities about including the print ads in their statements or bills to customers. All the print ads are designed to accommodate a local tag to the national message. This provides an opportunity to publicize your organization's support for the effort.

- Building incentives for staff contributions

The "Give Five" campaign can also extend to your organization's staff. The organization might review ideas for boosting employee participation in the community, many of them from the corporate sector. Some companies give employees time off for voluntary activities, for example, and provide them with lists of volunteer opportunities in the community.

HOW TO INVOLVE YOUR ORGANIZATION'S NETWORK

Organizations With Affiliates

Local chapters and other affiliated organizations vary in the degree of their independence from the national organization, and effective communications between the two levels will reflect this factor. The communications will be aided by the fact that some communities across the country will have formed a local Daring Goals coalition. In some cities or regions your affiliates may already have heard of the Daring Goals campaign and will be working with churches, other nonprofits, local donors and local public figures to publicize the importance of giving and volunteering.

The following possibilities exist for working with your local chapters or affiliates on a Daring Goals campaign:

- **Disseminating Information About Daring Goals**

Printed information, such as the Daring Goals for a Caring Society booklet, can be sent to your affiliates to get them to start thinking about the national campaign and their role in it as an affiliate of your national organization. The subject can be featured at national or regional meetings of your organization. Speakers and audio-visual materials are available from INDEPENDENT SECTOR for this purpose.

- **Involving the Affiliates in Goal Setting**

As in all projects involving cooperation between the national and local affiliates, there must be local participation in establishing national goals. Local commitment to achieving their part of the goals will largely be a function of their involvement in the process. If there are many local affiliates, it may be possible to accomplish some of the planning and goal setting through a committee or task force comprised of a representative and credible sample of the affiliates.

- **Communicating Your Daring Goals Program**

After the goals and strategies have been developed, they can be communicated to your affiliates through written or audio-visual means, including the possible use of meetings or seminars to provide for two-way communication.

- **Local Goal Setting**

The local affiliate must then develop its own goals which reflect its part of the national goals but also reflect local conditions and resources.

In the event that the affiliate is in a community that has formed or is forming its own local Daring Goals coalition, the affiliate will wish to link with that effort and with community-wide goals established by that coalition.

- **Acting as a Clearinghouse/Providing Technical Assistance**

As affiliates work through their own goals for increased giving and volunteering and adopt strategies to achieve those goals, they will seek from the national organization 1) information about strategies that other affiliates are successfully applying to boost contributions of money and time and 2) technical assistance regarding problems that

their organization encounters. If your national organization has field staff, it may wish to assign a staff member to coordinate this activity.

- **Providing Recognition**

Throughout the process, but especially after the first year, your national organization should consider recognizing special achievements by affiliates that have significantly boosted giving and volunteering. Your organization might consider awards to be distributed at your annual meeting. This can be the occasion for recipients to tell staff from other affiliates how they increased the amount of money they raised or how they streamlined their volunteer programs.

- **Encouraging Cooperation**

If your affiliates are not already involved in a local coalition, your organization might suggest that they participate in such a group. If no such coalition exists, they could help organize one. Information on where local coalitions have been established is available from INDEPENDENT SECTOR.

With the combined efforts of local leaders, the public will be better informed that more is being expected of them. Also, training and information can be shared by voluntary groups in the same community.

Organizations With Individual Members

If your national organization is primarily a direct network of individual members, it faces different challenges. Members are probably already donors and may also be volunteers. In that case, your organization's plans for growth in giving and volunteering will have to take their participation heavily into account. Your organization might consider providing its members with the following:

- **Information**

Once your Board has approved its five-year goals, your organization can announce its campaign in the magazine or newsletter to its membership. That information should provide background on the Daring Goals program — why it is being launched, the national statistics for giving and volunteering and the current levels of giving and volunteering for your organization. It should also provide a description of how your organization's own goals were set and the strategies it is pursuing to achieve them. A national membership meeting provides an excellent opportunity to launch your campaign. It should also give members an outline of how they can do their part. The sense of excitement and opportunity which you generate at the outset of the campaign will influence the tenor of the response it evokes.

- **Opportunities to contribute more to the national organization and its mission**

Early in your organization's planning for the campaign it should devise strategies for more effectively putting its membership to work. Perhaps your group will want to create a special fund for a specific purpose and ask members to give something extra to support it. Perhaps it will decide to invest in a plan to put existing members to work recruiting new ones, thus increasing volunteering and giving. Perhaps it will

want to organize members as it has not done before to address program goals in their communities. The opportunities are as varied as the missions nonprofit organizations serve. Regardless of the route your organization takes to challenge its membership, it must be made clear to the members exactly what is expected of them. Members should have no doubt as to how they participate and that their contribution — in time, money or both — will make a difference.

- **Training**

Your organization may wish to establish training sessions at the annual meeting designed to make members more sensitive to their personal responsibility for philanthropy and community service and to make them better fundraisers and volunteers. Sessions might include training in fundraising techniques or in how to be a better Board member. Often the training can be tailored to show how increased giving and volunteering can clearly contribute to your organization's mission.

- **Recognition**

Many national organizations have developed ways of recognizing the achievements of individual members. Your group may want to broaden its program to honor not only individuals whose contributions made a difference but also those who gave significant amounts of time and/or money. For example, in connection with the "Give Five" campaign, you may want to poll your membership about how much they give and volunteer and then recognize those whose contributions are at least five percent of income and five hours per week.

- **Coalition building**

By encouraging your members to participate in local Daring Goals coalitions or encouraging them to organize such a coalition, your organization will increase its visibility in many communities across the country and will be a visible supporter of the national effort.

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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