



**GROWING
FUNDRAISING
LEADERSHIP FOR
A BETTER WORLD**



A FORCE FOR GOOD

For so many of the challenges facing humanity, philanthropy is the solution. Social impact organizations protect our environment, feed the hungry, nourish our spirits, cure disease, care for the elderly, enrich our lives through the arts, and much, much more.

This world-changing work is priceless—but it isn't free. By securing the resources that fuel the work of the nonprofit sector, professional fundraisers are the drivers of positive change in local communities and on a global scale.

At the AFP Foundation for Philanthropy, we envision a future in which communities are thriving thanks to the critical work of nonprofit organizations and the fundraising professionals who make their work possible. To that end, the Foundation for Philanthropy, together with our sister organization, the Association of Fundraising Professionals, work tirelessly every day to help fundraisers succeed in their work while upholding the highest ethical standards.

You can play a vital role in guiding the future of the nonprofit sector to ensure that...

- Fundraisers have the leadership skills they need to excel in the development profession and drive organizational successes to achieve a far greater impact on the communities they serve.
- Fundraisers are respected as organizational leaders in nonprofits and benefit from the respect and support of board members and fellow staff, so they can lead the expansion of philanthropy and social impact.
- People from underrepresented groups and non-fundraising backgrounds learn about and join our profession in greater numbers. We embrace inclusiveness, diversity, equity, and access to make our organizations and the philanthropic sector stronger.
- Civic leaders and members of the public have renewed trust in the work of charitable organizations and understand the vital role of AFP's Code of Ethics in advancing ethical fundraising.

With the support of visionary philanthropists like you, the Foundation for Philanthropy will reach our goal to grow the nonprofit sector's capacity and reshape our world for the better.

“Our development professionals are an essential part of our team—none of our work would be possible without them. The Association of Fundraising Professionals gives development professionals the tools they need to grow as leaders and advance nonprofit missions every day. As a CEO, I am grateful for the vital role AFP plays.”

Emilio Alonso-Mendoza, CFRE, JD

Chief Executive Officer

Alexander Graham Bell Association for the Deaf and Hard of Hearing



A NEW ERA OF PHILANTHROPY

The philanthropic community has a massive challenge on the horizon—one that will require a bold response. Our sector is facing a critical leadership shortage. CompassPoint and the Evelyn and Walter Haas, Jr. Fund first drew attention to this crisis in their report, *Underdeveloped; A National Study of Challenges Facing Nonprofit Fundraising*. This important research underscores what you and many others already knew far too well: **there simply aren't enough qualified fundraising professionals to meet the demand.**

When a development director leaves their post, whether for retirement or for a new job, it takes a median of six months for their replacement to come on board. Six months is an eternity in today's fast-paced world—and for many organizations it takes a year or more to fill development positions. That kind of gap in fundraising leadership can lead to irreparable damage to relationships with individual donors, foundations, and corporate funders. It can take years for an organization to recover from such a setback—especially for smaller community-based organizations that lack a financial cushion. It's a challenge that's only going to intensify as Baby Boomers retire by the hundreds of thousands in the coming years.

The shortage of fundraising professionals is further exacerbated by concerns that many fundraisers don't see themselves as ready to step into leadership roles. A recent study of 1,200 nonprofit leaders by the Concord Group found that only 20 percent were confident they had the leadership abilities to enable their team to achieve its goals. Another study showed that one in three executive directors aren't satisfied with the performance of their development professional. And not surprisingly, many development directors feel a lack of support from their colleagues and leaders—and lack a community of other fundraisers with whom to learn and gain support.

You understand that charitable organizations can solve our world's toughest challenges—but only if they have the resources they need to attract the brightest minds, invest in their professional development as leaders, and help them design the most innovative solutions.

By partnering with the Foundation for Philanthropy, you can play a role in solving philanthropy's leadership crisis. Your investment in this ambitious effort will drive positive change in our world by investing in the leaders who power philanthropic giving and social impact at every stage of their careers.



My Sounding Board

Clarissa Reis

Chamberlain Scholarship Recipient

Director of Development

Fort Wayne Philharmonic, Fort Wayne, Indiana

I gracefully stumbled into the nonprofit sector. After moving to Indiana for my husband's career, I took a part-time job in the box office at the Fort Wayne Philharmonic while looking for a "real job." Little did I know that I'd move into the development office—and quickly go from annual fund coordinator to overseeing all fundraising for the symphony. It was a steep learning curve, and I couldn't have done it without AFP.

Since going to my first education session, I've connected with so many wonderful colleagues. And then I applied for a Chamberlain Scholarship to attend the ICON international conference. As an arts organization, our professional development dollars are incredibly limited. I love to soak up information and the conference gave me the chance to learn from talented fundraisers both in the arts and in many other sectors.

I met people from across the country and have stayed connected to my new fundraising colleagues. We help each other and I often find that someone in Texas or Utah is going through the same challenges and frustrations I am. That sounding board is invaluable.

I love music more than anything. And at the symphony I get to be the conductor connecting donors with their passion for music, so they can invest in making music more available to everyone in our community.

When I joined the symphony's development team, we were on a declining trend, losing subscribers and donors. I'm proud of how we've turned things around. We've doubled our number of donors—and are on pace to meet our annual fundraising goal in the first six months this year! I have my AFP colleagues and the Foundation for Philanthropy to thank for that.

OUR PLAN: GROWING FUNDRAISING LEADERSHIP FOR A BETTER WORLD

If there's one word that defines the challenges the nonprofit sector will face in the future, it's leadership. The Bridgespan Group found that organizations with revenues exceeding \$250,000 (excluding hospitals and institutions of higher education) will need to attract 80,000 new senior managers each year for the next decade. Without these key leaders, nonprofit organizations will not be able to address the critical issues facing our society.

The Foundation for Philanthropy is seeking forward-thinking partners who understand what's at stake and want to help. You can help advance key initiatives to grow our profession, recruit diverse new talent, develop fundraisers as leaders, and increase public awareness of ethical fundraising. AFP and the Foundation for Philanthropy already deliver a robust menu of leadership development offerings, including the Leadership Academy, the ICON (international conference), scholarships, and a diverse range of programming at the chapter level. But we must do more.

We are undertaking an urgent and ambitious four-part strategy to strengthen our sector.

1. Attract and Develop Fundraising Leaders

If we don't act immediately, the looming leadership gap in the nonprofit sector will dramatically slow our progress in improving quality of life globally. We must act with urgency to recruit and train new fundraisers to ensure resources will be available for the organizations meeting critical needs. To that end, the Foundation will:

- Develop advanced leadership training opportunities to help seasoned fundraisers take their work to the next level
- Sustain our Chamberlain Scholarship Program, a vital gateway for many fundraisers to learn and ultimately become leaders within the social impact sector—and conduct critical research on the impact of the Chamberlain scholarships to strengthen the program going forward
- Strengthen our Collegiate Scholarships, a crucial tool for bringing enthusiastic young people—the changemakers of the present and future—into the fundraising profession

2. Support Research on Critical Issues in Fundraising

The charitable sector plays a crucial role in our society—generating \$410 billion in revenues and employing 11.4 million people. Despite this, there has not been sufficient investment in research related to the sector. Knowledge is power, and the Foundation for Philanthropy seeks to increase research dollars to foster understanding and spark innovation for social good. We must:

- Conduct research to identify the biggest challenges facing the fundraising profession today to help develop and implement solutions
- Fund independent research projects through the AFP Research Council that will give experienced analysts the resources they need to explore new trends and current issues related to fundraising
- Chart industry trends in real time to ensure nonprofit leaders have solid data on which to base their decisions, ultimately maximizing their organizations' impact

3. Build a Stronger Sector Through a More Diverse Workforce

Far too often, the leadership of social impact organizations does not reflect the communities they serve. In our increasingly diverse nation, the failure to recruit and develop diverse nonprofit leaders prevents us from achieving our highest ideals as a society. To build more impactful organizations we must proactively promote inclusion, diversity, equity, and access (IDEA) in all aspects of our work. Specifically, the Foundation seeks to:

- Assess, highlight, and address the needs of diverse fundraising professionals through the AFP IDEA Impact program, which is investigating how to better meet the needs of women, young professionals, Black and African-American, LGBTQ, and other diverse communities
- Expand and enhance diversity scholarships and fellowships to connect diverse fundraisers with the peer support and resources they need to succeed
- Partner with other professional organizations representing diverse groups to develop stronger educational programming and encourage people from diverse backgrounds to take leadership roles within charitable organizations

4. Renew Public Trust in Charitable Organizations

Recent headlines about malfeasance at nonprofit organizations have eroded trust in philanthropy. If supporters cannot count on organizations to steward their gifts wisely, we risk losing their trust—and their donations. The AFP Foundation for Philanthropy is helping nonprofits rebuild the public's trust. We seek philanthropic investment to:

- Position AFP as a thought leader around ethical issues with media and watchdog groups
- Raise awareness of AFP's strong Code of Ethics
- Improve and expand ethics training and guidance for both fundraisers and other nonprofit professionals
- Advocate for regulatory and policy change at the federal level to encourage widespread use of the Code of Ethics within the social impact sector



“I Love Everything About Being a Fundraiser.”

Cherelle Duncan, MPSA, BA

Diversity Scholarship Recipient and Outstanding Young Fundraising Professional Award Winner

Director of Development

Attack Poverty

Houston, Texas

Growing up, I saw in my church community how financial support from individuals and organizations can impact mission. That sparked my interest in philanthropy, and fundraising was a natural calling.

Attending the AFP International Conference as a Diversity Scholar empowered me to take a deep dive into all that a career in fundraising could entail. The conference allowed me to be in the room with so many experienced and talented fundraisers who were and still are generous enough to share feedback about the industry. All I had to do was say, “Hey, I’m new to the profession, can we talk?”

Representation matters. It is important to increase access to conferences for diverse fundraisers within our sector. If we’re going to pride ourselves on being inclusive and diverse, then we need to provide training opportunities for people who are representative of the multifaceted communities we serve in the United States and the entire world. I’m happy that the Foundation for Philanthropy is making this a priority investment through the Diversity Scholarships and IDEA.

Plus, these scholarships have a powerful ripple effect—because many scholarship winners give back to their communities. I know I did. Today, I’m mentoring a new fundraiser who is transitioning over from another profession. I helped her explore her options and craft her resume. Now she’s a donor relations coordinator—her first job in fundraising! This exemplifies a greater purpose of this scholarship. Donors invest in scholars and scholars invest in others.

Whether I am engaging donors, writing grants or crafting development plans, I know that my attendance of ICON by way of the Diversity Scholarship heightened my awareness of available resources to better understand my craft. The value of my Diversity Scholarship has far surpassed its dollar amount.



ATTACK
POVERTY

ATTACK
POVERTY

E
Kennedy

Catherine
O'Connell



STRONGER LEADERSHIP FOR THE ORGANIZATIONS CHANGING THE WORLD

Organizations promoting a robust civil society are on the frontlines of social impact, pushing the boundaries of human knowledge and making life better for all of us. But today, philanthropy is facing a leadership crisis that could set back progress for social good considerably. How philanthropists and nonprofit professionals respond in this moment will affect the health and well-being of our communities, and indeed the world, in the decades to come.

As we approach the future, your involvement is critical. The Foundation for Philanthropy is developing action-oriented and comprehensive solutions to our sector's challenges. We welcome your input, your ideas, and your investment.

Please join us as we train a new generation of fundraising talent; develop the leadership potential of fundraising professionals; serve an increasingly diverse nation by proactively promoting inclusion, diversity, equity, and access; and increase public trust in our work. To succeed in building and scaling these solutions we will need bold investments from individuals, foundations, and corporations.

It's a smart way to give—because your investment in the Foundation for Philanthropy pays a massive social dividend. After all, fundraisers are the fuel that powers philanthropic organizations to save lives, cure diseases, inspire us through the arts, educate the next generation, and much, much more. You can accomplish all that and more with just one gift to the Foundation for Philanthropy.

When you understand that fundraising professionals are the lifeblood of social impact, it is clear we cannot wait another day to begin building a stronger, more resilient fundraising and philanthropic profession. **Join us.**



I HAD A HEN AND THE HEN PLEASED ME,
AND I FED MY HEN UNDER YONDER TREE.
HEN GOE! CHIMMY-CHUCK...
CAT GOE! FIDDLE-I-FEE!

fiddle-i-fee



MFS Metropolitan
Family Service

Moving Lives Forward.



AFP Foundation for Philanthropy

4300 Wilson Blvd., Suite 300

Arlington, VA 22203 USA

(800) 666-3863

afpglobal.org/foundation

FUNDRAISING: THE IMPACT PROFESSION

The AFP Foundation for Philanthropy champions philanthropy and volunteerism by developing the nonprofit sector's current and future leaders, welcoming diverse new voices into the charitable world, and rigorously upholding the highest standards of ethics.