Building a Culture of Philanthropy

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SAN DIEGO HUMANE SOCIETY
Goals for Today

• Understand what a Culture of Philanthropy is and why it matters for your organization.
• Develop successful tools to establish a Culture of Philanthropy that permeates your entire organization.
• Learn how to gain buy-in from staff and volunteers for fundraising activities.
Assumptions

- We all want to raise more money
- We are all at different stages in relation to our Culture of Philanthropy
- We all can do more to create/build our Culture of Philanthropy
What is the size of your fundraising staff?
Culture & Philanthropy

Organizational culture is a system of shared assumptions, values, and beliefs, which governs how people behave in organizations. These shared values have a strong influence on the people in the organization and dictate how they dress, act, and perform their jobs.

Philanthropy is the desire to promote the welfare of others, expressed especially by the generous donation of money to good causes.
Organizational Culture Defined

• Corporate culture, as defined in Mitroff, Mason, and Pearson’s *Framebreak: The Radical Redesign of American Business*, is:

• “The set of rarely articulated, largely unconscious, taken-for-granted beliefs, values, norms, and fundamental assumptions the organization makes about itself, the nature of people in general, and its environment...organizational culture consist of the set of unwritten rules that govern acceptable behavior within and even outside of the organization.”
What is a Culture of Philanthropy?

- It is a subset of your organizational culture.

- Do you have a clearly defined Culture of Philanthropy?
  - Can you succinctly describe your culture?
  - Can everyone in your organization (staff, board, and volunteers)?
A Definition

UnderDeveloped, a 2013 survey and report by CompassPoint and the Evelyn and Walter Haas, Jr. Fund, defined a culture of philanthropy as having the following elements:

• Most people in the organization (across positions) act as ambassadors and engage in relationship-building.
• Everyone promotes philanthropy and can articulate a case for giving.
• Fund development is viewed and valued as a **mission aligned program of the organization**.
• Organizational systems are established to support donors.
• The executive director is committed and personally involved in fundraising.
Survey Says

According to UnderDeveloped:

• 41 percent of organizations presented with this definition reported having “no culture of philanthropy,” with larger organizations less likely to say they have it than smaller groups.

• Executive directors were more likely than their development directors to think they had a strong culture of philanthropy (20% vs. 12%, respectively).
Why is a Culture of Philanthropy Important?
It’s Important Because...

• It helps us save more animals!!!!!

• Your philanthropy/fundraising team can’t/shouldn’t do it alone

• Builds teamwork

• Like it or not – money matters
Your Team Needs to Know

• Everyone in your organization is responsible for philanthropy.
• Everyone either contributes to making it happen, or to making it unlikely for it to happen. No one is exempt. Because donors don’t care which department someone works in. They only see one organization.*

*Claire Axelrad
What Are Your Obstacles to Creating a Thriving Culture of Philanthropy?
Overcoming the Forgetting Curve
Key Considerations

• Culture is learned.
• Culture takes time to develop.
• Everyone is in a different starting place.
• If it were easy, everyone would already have it.
• Culture starts at the top.
Keys to Grow Your Culture

• Always remember - This is about more than money!
• Philanthropy is about:
  • Education
  • Inspiration
  • Engagement
• Philanthropy is part of everyone’s work!
Yes, I heard you
I just don't want to do it
Where is Your Culture Starting?

– Is it something that people shy away from and don’t want to discuss?
– Is fundraising a dirty word at your organization?
– Or, is it embraced as a central component of your success?

– Philanthropy – Not Another F Word
Where You Want To Be

Goal – To embrace securing more donors as part of your mission.
Key Considerations

• Fundraising doesn’t come naturally to everyone.
• Most staff did not come to work at a shelter to raise money.
• For some, it’s just plain scary!

• Don’t recognize this and you will lose credibility.
Keys to Success

- **Authenticity** – It’s OK to admit that everyone may not take to this right away.

- **Consistency** – Build structures to reinforce key messaging points.
Keys to Success

• **Celebrate** – Be sure to recognize and celebrate success.

• **Inclusive** – From CEO to entry-level staff, everyone plays a part, and every part is important.
Who Needs Culture?

- Everyone
- CEO/President
- Board
- Volunteers
- Staff

Anyone else?
Don’t Leave it to Chance

• Culture can be either explicit or implicit

• Culture of Philanthropy should be explicit until it becomes deeply entrenched
  ─ Plan
  ─ Execute
  ─ Follow up
Building Buy-In

• It’s not about asking for money...
• In fact, we don’t ask for money...
• We provide everyone with an opportunity to invest in our mission!
Building Buy-In

• Train staff how to share their passion!
• Teach them to educate, inspire & engage.
Everyone Must Understand

• Donors like to give...
• Most people give...
• Donors can’t accomplish their goals on their own...
• Philanthropy is about making an impact ...
• Everyone can be a philanthropist!
What’s Expected of Staff

• Exceed expectations in carrying out their job.
• Understand what a Culture of Philanthropy is and their role in supporting that culture.
• Serve as an ambassador for the organization.
• Directors/managers/program leads – Assist Philanthropy in building relationships with key donors.
• Everyone is encouraged to give in whatever way is meaningful to them.
What’s Expected of the President/CEO

• Leadership and inspiration in demonstrating their commitment to philanthropy.

• Consistent messaging that outlines the impact philanthropy is having and recognizing staff for the role they play in philanthropy.

• Allocates appropriate time to participate in the fundraising process.

• Makes a meaningful personal contribution to the organization.
Tools in Building Culture

- Philanthropy role in all job descriptions
- New Hire Orientation
- Campus Fundraising Initiative
- Philanthropy partnership discussion with key staff
- Philanthropy team introductions
- Philanthropy presence at staff meetings
Tools in Building Culture

• All Staff Meeting
• Day of Giving
• Communications/recognition from the President/CEO
• Flat teams/working group/task force, etc...
• Philanthropy Department that educates, inspires, and engages
• Reminders, recognition, & celebration
MEN WANTED
for hazardous journey, small wages, bitter cold, long months of complete darkness, constant danger, safe return doubtful, honor and recognition in case of success.

Ernest Shackleton 4 Burlington st.

MEN—Neat-appearing young men, pleasing personality.
Job Description

• Participate in creating a thriving Culture of Philanthropy at San Diego Humane Society by:
  – Being knowledgeable and supportive of Society programs;
  – Sharing your passion for service to animals, people, and our community with our guests;
  – Serving as an inspiration to all guests by providing an exemplary level of animal care and guest service.
New Hire Orientation

• Education on Philanthropy starts on day one, even better during the interview process.
• Philanthropy plays a significant role at new hire orientation.
• Overview of what a Culture of Philanthropy is and what role they play in it.
Culture Starts on Day 1

What is philanthropy? What is a Culture of Philanthropy?

Trivia
How much money did San Diego Humane Society raise last year?
Campus Fundraising Initiative

• Formalized effort to engage all staff in philanthropy.
• Tangible way to participate in philanthropy.
• Personalized training for key staff.
# Monthly CFI Update

<table>
<thead>
<tr>
<th>Campus</th>
<th># of Gifts</th>
<th>Donations</th>
<th>Top Dog (staff who received the highest # of gifts)</th>
<th>Prizes</th>
<th>Honey Badger Trophy</th>
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</thead>
<tbody>
<tr>
<td>Oceanside Campus</td>
<td>81</td>
<td>$3,935.91</td>
<td>Lisa Boelkes – 21 gifts totaling $530.91 - Super job!</td>
<td>Top dog &amp; 10 bark bucks</td>
<td></td>
</tr>
<tr>
<td>Escondido Campus</td>
<td>130</td>
<td>$4,339.15</td>
<td>Linda Buchanan – 34 gifts totaling $739.99 - Amazing!</td>
<td>Top dog &amp; 10 bark bucks</td>
<td></td>
</tr>
<tr>
<td>San Diego Campus</td>
<td>218</td>
<td>$7,916.57</td>
<td>Kyla Hagedorn – 38 gifts totaling $1,639.25 - Incredible Job!</td>
<td>Top dog &amp; 10 bark bucks</td>
<td>√</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>429</strong></td>
<td><strong>$16,191.63</strong></td>
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</table>
Annual Trophy

Go Getters Of The Year
Nothing Stands In Our Way
Director’s Meetings

- Key philanthropy staff meet every program director to outline partnership opportunities.
- Directors provided with training on how to interact with donors.
Day of Giving

• Met with key influencers throughout the organization
• Provided an opportunity for all staff to share their passion
• Raised over $50K in peer-to-peer fundraising from staff/volunteers
In all my years at SDHS (11!) I have rarely experienced the level of involvement that this year's DOG inspired!! I wanted to say a huge THANK YOU to the amazing philanthropy team for all the work they did for #sddayofgiving!! Thank you for taking the rest of us along on the FUNdraising journey! — with Rebecca Smith Ruiz.
Other Elements

• Philanthropy team meet & greet
• Communications from President/CEO
• All staff meeting
• Flat team/working group
How Do We Know We Succeeded?

• Philanthropy is understood and VALUED throughout the organization.
• Training exists to ensure that staff understand their role in fostering a Culture of Philanthropy.
• All interactions with guests are viewed as opportunities to educate, inspire, and engage.
• Resource development added to all job descriptions.
• Staff, board, and volunteers are regularly informed about philanthropic success stories, not just animal success stories.
• Employees from throughout the organization are involved in donor stewardship activities.
NO REGRETS – BUILD THE PROGRAM YOU WANT FOR THE ANIMALS!
Questions?