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Board Involvement in Fundraising

Margaret Sponseller Mills

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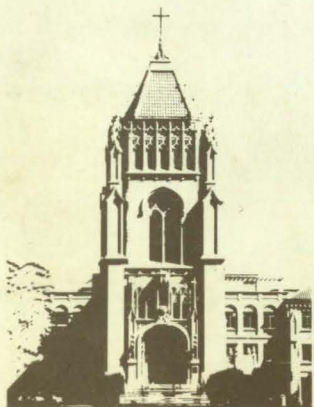
INSTITUTE FOR
NONPROFIT ORGANIZATION MANAGEMENT

**Board Involvement
In Fundraising**

by Margaret Sponseller Mills, CFRE

Working Paper No. 20

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EXECUTIVE SUMMARY

The topic of board participation in fundraising has been the object of extensive discussion but little systematic research. This study used a correlational design to examine the relationship of board involvement in fundraising to board recruitment, orientation, and training; agency demographics; and the characteristics of board members. The study also examined the attitudes of board members toward their agencies and toward fundraising.

The data were gathered through an anonymous survey questionnaire completed by 274 board members (62% response rate) of 30 randomly selected health and human service agencies in Santa Clara County.

It was found that emphasizing or mentioning the board's responsibility for fundraising during recruitment was associated with increased board involvement in fundraising. Orientation procedures were not related. A small relationship was found between board participation in fundraising and training about the board's role in fundraising and governance.

The value systems and experiences of board members were among the strongest indicators of fundraising involvement. Altruistic motives were linked to fundraising participation, as was service on other boards that expected fundraising involvement. Board involvement in fundraising also was related to the agency's fundraising structure.

Increased board participation was associated with the presence of part-time development staff, a fundraising committee, and business activities. Decreased board involvement in fundraising was associated with (a) an auxiliary or volunteer group that did fundraising and (b) fundraising by the executive director; this was an unexpected finding.

The study was supported in part by a Ford Foundation grant administered by the Institute for Nonprofit Organization Management at the University of San Francisco.

INTRODUCTION

The decade of the 1980s was one of struggle for nonprofit community organizations. Reeling from a massive withdrawal of government support, agencies began a desperate search for alternate sources of funding. In the process, the stewardship role of the governing board was scrutinized by agencies and their funders. Moore (1984, p. 2) expressed a prevailing point of view:

Good fund raising takes place only in organizations which already have their act together. Responsibility for getting that act together rests where it always has with the board of directors and the committees it has created to assist it in the policy-making function of the organization.

To what extent have board members been willing to assume this responsibility, and under what circumstances?

Brown (1986) concluded that board acceptance of fundraising as a responsibility and total amount of fundraising activity are significantly related to the organization's recruitment procedure. Her findings also suggested a relationship between agency size and board involvement in fundraising. The personal characteristics of board members also appear related to board participation in fundraising.

In examining the personal characteristics of board members, gender was identified as having a significant relationship to fundraising involvement and fundraising effectiveness (Brown, 1986; Plambeck, 1985), as was socio-economic status (Provan, 1980). The findings of

Brown (1986) also suggested that board members who contribute to other causes are the most generous in contributing to their agencies.

This study was conducted to answer the following research question: What is the relationship of selected variables to the fundraising involvement of nonprofit organization (NPO) board members?

The variables examined were: (1) the recruitment, orientation, and training of nonprofit organization board members; (2) agency demographics; and (3) board member characteristics.

REVIEW OF RELATED RESEARCH

Unterman and Davis (1982) studied 103 nonprofit organizations to evaluate the process of strategic management in the third sector. The researchers found that most of the organizations that they examined expected their boards to play an active role in fundraising. They noted that smaller organizations, in particular, also expected a contribution.

Brown (1986) reported that only 70% of the 71 board members who responded to her survey questionnaire indicated that the board should be actively involved in fundraising. In addition, only 88% had donated money to their agencies. The gift size mentioned most frequently by board members was in the range of \$101 to \$250 per year (24.6%). Only 6% reported contributions of more than \$500 during the last year.

The results reported by Herman and Tulipana (1985) were more dismal. Only 58% of the 96 board members who participated in their study had been involved in a fundraising campaign, and a mere 47% had

donated money directly to their agencies. Caution should be exercised in generalizing these findings, however, as a convenience sample was used. A random selection of subjects might have produced different results.

Fenn (1971) conducted a sample study which focused on executive volunteers and their role as policy makers in nonprofit organizations. The data were obtained from more than 400 interviews in 10 cities throughout the country. It was found that 68% of the executive volunteers in community organizations had engaged in fundraising; 36% had led fundraising efforts.

Brown (1986) reported that board member acceptance of responsibility for fundraising and greater total amount of fundraising activity was positively correlated at the .05 level with an emphasis placed on fundraising during recruitment and previous experience with boards that expected fundraising. However, no significant relationship was found between board participation in fundraising and board members having received fundraising training or the existence of a written agency policy mandating board fundraising involvement.

Board involvement in fundraising did appear to be related to agency budget size (Brown, 1986). Board members of agencies with budgets of less than \$150,000 were most accepting of fundraising responsibility. The willingness of board members to accept responsibility for fundraising was lowest in agencies with budgets in excess of \$1,000,000. Board members of those agencies donated more generously to their organizations, however, and also had the highest incomes. Brown (1986) found participation in fundraising activities to be high in agencies with budgets of \$500,000 to \$1,000,000 and lowest in agencies with budgets of \$150,000 to \$500,000.

Age and gender were reported by Plambeck (1985) to be associated with fundraising effectiveness. The researcher conducted a retrospective case study of four large United Ways in a metropolitan area of the midwest. The organizations' fundraising performance over three consecutive years was analyzed. It was found that the two United Ways that had raised substantially more money during the period studied had a lower average age of board members; a smaller percentage of male board members; board members with shorter periods of residence in the community; and a higher attendance at board meetings. Brown (1986) and Provan (1980) also examined the relationship of gender to board involvement in fundraising.

Brown (1986) concluded that women showed a more positive attitude toward fundraising and were more involved in fundraising. This included both the participation in fundraising activities and personal contacts to solicit funds. Women scored significantly higher than men ($p < .05$) on face-to-face meetings to ask for contributions.

Provan (1980) conducted a correlational study of 46 United Way agencies to investigate the relationship between the presence of a "power board" and an organization's ability to compete successfully for scarce funds. The researcher used four measures to operationalize board power: (1) board prestige scale (Social Register listing of board members and number of board members residing in specific census tracts); (2) board linkage scale (number of board members who sat on other United Way agency boards and number of board members who sat on the board of United Way); (3) board size; and (4) percent of males on the board.

Effectiveness was defined in terms of both static measures (ability to acquire significant resources during any one period) and dynamic measures (ability to increase resources over time).

It was concluded that having a "power board," as defined in terms of prestige, size, and linkage, but not gender, is indicative of an agency's ability to obtain large amounts of funding, if the funding amounts are consistent with what the agency has received in recent years. It also was concluded that board power, as defined in the study, was unrelated to the effectiveness of an organization in acquiring new funds.

The researcher suggested that organizational goals should be considered when determining board composition. If the prevailing environment is hostile to growth, than an agency might do well to seek out more prestigious community members to serve on its board. He noted that this could be of particular importance to agencies already receiving large allocations, as these allocations represent sizeable resources to be protected.

Brown (1986) examined the relationship of donor history and income to the amount that board members reported donating to their agencies. A positive relationship at the .05 level was found between personal donations to agencies and contributions to church, synagogue, higher education, or other community organizations. The amount donated also was correlated positively at the .05 level with the income of board members.

METHODOLOGY

The purpose of the study was to examine the relationship of selected variables to the fundraising involvement of nonprofit organization board members, as demonstrated by board members' contributions to their organizations; board members' solicitation of funds and identification of prospective donors for their organizations; and board members' participation in their organizations' fundraising activities.

Information for this correlational study was obtained using an anonymous questionnaire; 444 board members of 30 nonprofit organizations in Santa Clara County were surveyed. The agencies selected represented a stratified random sample of health and human service organizations within the county.

Subjects and Sampling

The study population consisted of the board members of nonprofit health and human service organizations in Santa Clara County. The 1986-87 edition of the Directory of Human Services for Santa Clara County was used as the sampling frame.

Stratified random sampling was employed to decrease the probability of sampling error. Annual budget sizes for the 278 agencies based in Santa Clara County were obtained from the Registry of Charitable Trusts, a department in the California Attorney General's office. The agencies subsequently were divided into five categories based on annual budget size. A category of "Budget Unknown" was established, so that agencies for which current budget information was not available also would have

the opportunity to be randomly selected. The budget categories from which the sample was drawn were:

Less than \$150,000	\$1,000,000 to \$4,999,999
\$150,000 to \$499,999	\$5,000,000 to \$15,000,000
\$500,000 to \$999,999	Budget Unknown

Only six agencies were identified with budget sizes in the \$5,000,000 to \$15,000,000 group. The decision was made to include all of these agencies in the sample.

Ten agencies were selected from each of the five remaining groups using the Table of Random Numbers contained in Babbie (1986). This enabled the researcher to have alternates, in the event agencies declined. The agencies were numbered from 1 to 10 in the order of their selection within each group.

Instrumentation

A closed-ended survey questionnaire was constructed to answer the research question. A copy of the questionnaire is included in Appendix B on page 39. Nine Likert-type scale questions and 27 multiple choice questions were developed. Questions 1 - 3, 11, and 12 measured awareness of the importance of board involvement in fundraising; questions 4, 11, and 12 measured the extent to which board members hold the belief that they have the capacity to be successful fund raisers; questions 5, 6, and 8 measured board confidence in the agency; questions 7, 10, 11, and 12 measured the willingness of board members to raise funds; questions 9, and 13 - 17 measured the organizational procedures relative to board recruitment, orientation, and training; questions 10 and 18 measured board involvement in fundraising; questions 11 and 12

measured board commitment to the agency; question 11 measured the influence of the expectations of others; questions 19 - 28 obtained agency demographics and questions 29 - 36 provided a profile of board member characteristics.

A panel of experts reviewed the questionnaire to determine content validity. The questionnaire was field-tested using the board members of three organizations not included in the sample. A total of 24 board members participated in the field test. The field test revealed that board members did not have sufficient information about agency demographics. Consequently, the researcher decided to obtain demographic information about the participating agencies from the executive directors.

Procedures

The executive directors of the six organizations in the \$5,000,000 to \$15,000,000 group were contacted first to enlist their cooperation; one organization declined, leaving a total of five agencies in that particular group. The executive directors of the first five organizations in all other budget categories were then contacted. Four organizations declined participation, and two others were eliminated by the researcher, because their operations were not based in Santa Clara County. In each instance, the next agency on the list was selected from the appropriate budget group.

A total of 30 agencies ultimately agreed to participate in the study. The sample included a broad range of program areas geographically distributed throughout Santa Clara County.

All information was collected using the survey instrument which was self-administered by board members. Each participating organization was assigned a code which represented its budget category and numerical placement within that category (e.g., A-5, D-2, etc.). The agency code was applied to the upper right-hand corner of each questionnaire so that each agency could be sent a frequency distribution of its board members' responses. The individual board members remained anonymous.

Board members of 22 participating organizations received a packet containing a cover letter, a coded questionnaire, and a business reply envelope at a board meeting in June or July. Packets were mailed to the board members of eight agencies not meeting before the end of July.

Six agencies mailed questionnaires to board members who were absent. A total of 444 board members received questionnaires; the date of distribution for each agency was noted on a roster.

Survey participants were asked to identify the manner in which they received the survey questionnaire to control for the effects of distribution method as an extraneous variable.

Babbie (1986) had suggested that those who failed to respond might be more like those who delayed answering, than those who responded early. Therefore, the distribution date and date of return were noted on each questionnaire as it was received, as a means of testing for nonrespondent bias.

The distribution of questionnaires was completed in six weeks. Eighty percent of the survey participants responded within one week. Nearly 95% of all who responded did so within a four-week period.

Agency demographics were obtained by sending page 4 of the survey questionnaire to each executive director for completion. Follow-up phone calls were made, and all information was received from agency executives eight weeks from the initial distribution date.

Data Analysis

The researcher assigned a score of one point to each of the first seven responses to item 10. No points were assigned for the eighth response (I do not participate in fundraising). Item 10 was as follows:

I participate in fundraising for my agency by:

- _____ donating money
- _____ asking others to donate money
- _____ providing the names of others who might make a donation
- _____ planning fundraising activities and events
- _____ working on fundraising activities and events
- _____ attending fundraising events
- _____ soliciting others to attend fundraising events
- _____ I do not participate in fundraising

Each board member subsequently was given a fundraising participation score of 1 through 4 based on his or her total points.

<u>Total Points</u>	<u>Fundraising Participation Score</u>
0 - 2	1 (Low or None)
3 - 4	2 (Moderate)
5 - 6	3 (High)
7	4 (Very High)

This procedure established an ordinal scale, and enabled the

researcher to use Kendall's Tau correlations to correlate board fundraising involvement with responses to the Likert-type scale questions (1 - 9).

The researcher used chi-square to examine the relationship between board involvement in fundraising and board member response to selected variables in the categories of board recruitment, orientation, and training; agency demographics; and board member characteristics. Chi-square is an accepted method of analyzing data from categorical responses.

The large number of statistical tests performed with the same sample increased the probability of statistical significance occurring by chance. Consequently, the overall error rate was controlled at .05. Cramer's V was used to report the magnitude of the associations found.

A frequency distribution was calculated for responses to each question on the survey instrument. Measures of central tendency were computed, where appropriate.

FINDINGS

The questionnaire was returned by 276 of the 444 board members to whom it had been distributed. The researcher discarded two responses as unusable, as major sections were incomplete. The 274 questionnaires that remained represented a response rate of 61.7%.

Personal donations to their agency during the last 12 months were reported by 89% of the board members on question 18 (How much money have you personally donated to your organization during the last 12 months?) This was 3.3% higher than the number of respondents who

reported on Item 10 that they participated in fundraising for their agency by donating money. Table 1 contains a frequency distribution of board members reporting contributions to their agency.

Table 1

Personal Contributions Reported by Board Members

(N = 274)

Answer	Responses	Percentage
None	18	6.57
\$1 to \$25	6	2.19
\$26 to \$50	26	9.49
\$51 to \$100	40	14.60
\$101 to \$250	73	26.64
\$251 to \$500	41	14.96
\$501 to \$1,000	25	9.12
Over \$1,000	33	12.04
Did not respond	12	

An annual gift size of \$101 to \$250 was mentioned most often (26.6%). This paralleled the findings of Brown (1986). Donations of \$500 or more were reported by 21.2% of the survey participants. This was 15% higher than gifts in that category reported by Brown's sample. Eighty-four percent of the survey participants also donated to other nonprofit community organizations.

Participants in the study were not unanimous in the support of fundraising by the board. Only 75% agreed that fundraising was one of a board member's most important jobs and that it hurts an agency when board members will not raise funds. Although less than 70% indicated that all board members should donate money to their agencies, more than 85% reported having made contributions.

The types of involvement in fundraising reported by board members is illustrated in Figure 1.

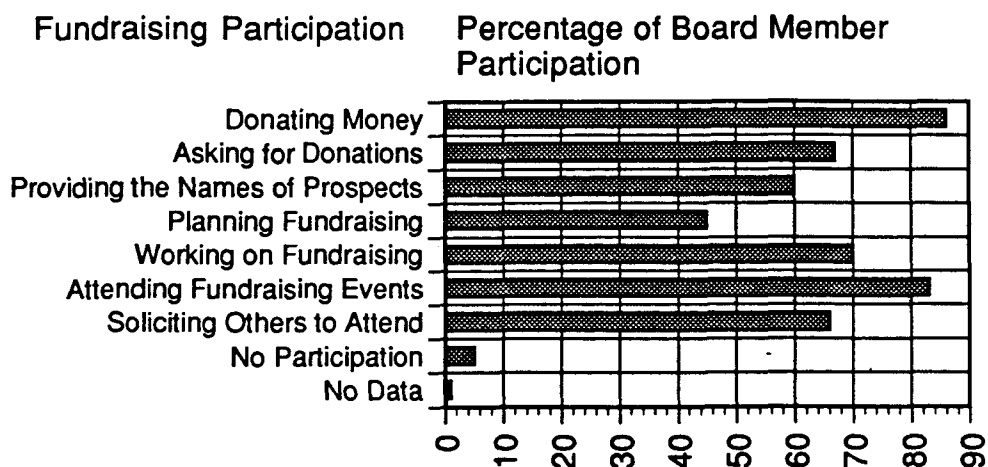


Figure 1. Fundraising Involvement Reported by Board Members

As stated, a sizeable number of board members reported personal financial support, however, confidence in their ability to raise money from others was another matter. Only 43.1% responded that they knew how to do fundraising and were good at it. In addition, a mere 32.1% selected the response "I know that my fundraising efforts will be successful" as a reason for their participation in fundraising activities. Despite this, 79.6% agreed that they would do fundraising for their agencies, if asked.

Items designed to measure board confidence in the agency and its programs were answered "strongly agree" more frequently than all other items. Ninety-nine percent of the respondents expressed a belief that the money raised would be well spent and that their agency's services were of the highest quality. All who responded were in agreement that staff was dedicated to doing an excellent job of providing services.

Quantitative Measures of
Board Performance in Fundraising

Board member performance in fundraising was quantified by assigning a numerical value of one point to each of the seven aspects of fundraising participation listed in item 10. Scores for fundraising participation were obtained by assigning each board member to one of four categories based on his or her total points. The individual scores of board members ranged from 1 ("Low or None") to 4 ("Very High"). A frequency distribution of the scores is found in Table 2.

Table 2

Frequency Distribution of Fundraising Participation Scores

Score	Frequency	Percentage
4 (Very High)	72	28.4
3 (High)	89	33.46
2 (Moderate)	75	28.19
1 (Low or None)	30	11.28

Nearly 30% of those who responded to the question (n = 266) attained the highest score of 4. Another 33.5% received a score of 3. The higher the score, the more diverse was the involvement in fundraising.

A positive correlation was found between fundraising participation, as measured by the assigned scores, and the responses of board members to items 1, 2, 3, 4, 7, and 9 on the survey questionnaire. Items 5, 6, and 8 were found to have no significant relationship. Table 3 lists these correlations, ranked from highest to lowest.

In reviewing the T values one can see that a small, but definite, relationship exists between board involvement in fundraising and the belief that it hurts an agency when board members will not raise funds. There also was a small positive correlation between fundraising involvement and the importance attributed to the board's role in fundraising; the self confidence that board members have as fundraisers; and the willingness of board members to raise funds.

There were positive correlations between board participation in fundraising and two other responses: the belief that all board members should donate money to their agencies; and board members reporting that the agency's mission had been explained to them. These relationships were almost negligible, however.

Note that most of these indicators of board involvement were general in nature. No significant relationship existed between fundraising performance and the items that measured confidence with regard to the use of the money raised, the quality of the agency's services, or staff's performance in executing its duties. Board members had been

Table 3

Correlation of Responses to Items One through Nine
with Fundraising Participation Scores

Item	Kendall's Tau
- It hurts an agency when board members will not raise funds. (#2)	.333 *
- Fundraising is one of a board member's most important jobs. (#1)	.322 *
- I know how to do fundraising and I am good at it. (#4)	.313 *
- I would do fundraising for our agency, if I was asked. (#7)	.28 *
- All board members should donate money to their agencies. (#3)	.196 *
- Our agency's mission has been explained to me. (#9)	.137 *
- The services provided by our agency are of the highest quality. (#6)	.101
- Our staff is dedicated to doing an excellent job of providing services. (#8)	.064
- I know that the money we raise will be well spent. (#5)	.064

* Significant when the overall error was controlled at .05

nearly unanimous in praising their agencies, yet these positive feelings were not related to the assumption of financial stewardship. What did board members report about their reasons for fundraising?

No significant relationship was found between the existence of a written policy mandating board involvement in fundraising and any aspect of fundraising examined. This supported the findings of Brown (1986).

In contrast, attempting to meet the expectations of others who were connected with the agency was associated with nearly all aspects of board involvement in fundraising. However, the magnitude of these associations was not great in most instances.

A stronger relationship was identified between board involvement in fundraising and concern about maintaining the agency's work. The response "Our agency's important work can't continue if the money isn't there" was most strongly associated with asking others to donate money ($V = .247$) and attending fundraising events ($V = .269$). The response "It would be a great loss to the community if our organization closed" was most strongly associated with planning ($V = .259$) and working on ($V = .283$) fundraising activities and events.

The personal reasons reported by board members for fundraising were the most significant. The strength of these associations also was greater in most instances. The researcher examined the following personal motives for participation: (1) enjoyment of the teamwork involved in fundraising; (2) personal satisfaction from raising money for a good cause; (3) the anticipation of success in fundraising; (4) the feeling

of doing something important for the community; (5) the belief that fundraising efforts are deeply appreciated; (6) the belief that fundraising is a board member's responsibility and; (7) the feeling that fundraising activities are fun.

Significant relationships were found between most of the various aspects of fundraising involvement and the personal motives of board members. The reader is referred to Table 4 on page 19 for a complete list of chi-square values. The Cramer's V values are found in Table 5 on page 20.

The strongest association identified was that between asking others to donate money and the belief that fundraising is a board member's responsibility ($V = .406$). Asking others to donate money also was associated with personal satisfaction derived from raising money for a good cause ($V = .292$); anticipation of success in fundraising ($V = .312$); the feeling of doing something important for the community ($V = .287$); and the belief that fundraising efforts are deeply appreciated ($V = .307$).

Providing the names of others who might make a donation was most strongly related to the enjoyment of the teamwork involved in fundraising ($V = .219$) and the belief that fundraising is a board member's responsibility ($V = .279$).

Planning fundraising activities and events likewise was most strongly associated with the belief that fundraising is a board member's responsibility ($V = .297$). Involvement in the planning of fundraising also was associated with personal satisfaction from raising money for a good cause ($V = .279$); anticipation of success in fundraising ($V = .242$); the

**Table 4. The Relationship of Board Involvement In
Fund Raising to Stated Reasons for Participation
(Chi-square Values; df = 1, unless noted)**

	Donating Money	Asking for Donations	Providing Names	Planning Fund Raising	Working on FR Activities	Attending Fund Raising Events	Soliciting Others to Attend Events
Stated Reasons for Participation							
Written Policy	1.01	1.88 [a]	0.97	4.8	3.85 [a]	0.12	4.41
Expectations of the Executive Director	2.32	10.41 *	8.83 *	10.21 *	7.27 *	7.98 *	6.13
Expectations of Other Board Members	7.65 *	12.01 *	8.07 *	7.05 *	8.31 *	1.36	6.16
Enjoyment of the Teamwork		8.62 *	13.12 *				
Personal Satisfaction	5.01	23.35 *	8.01 *	21.19 *	15.50 *	19.91 *	12.65 *
Anticipation of Success	4.58	26.62 *	6.64 *	15.98 *	11.78 *	13.33 * [a]	9.84 *
Philanthropic Motive	20.40 *	22.64 *	8.03 *	17.44 *	14.94 *	23.74 *	23.42 *
Belief That Efforts Are Appreciated	11.71 *	25.68 *	7.32 *	14.18 *	11.79 *	10.66 *	20.31 *
Agency's Work Can't Continue	13.70 *	16.77 *	7.39 *	12.20 *	14.18 *	19.79 *	11.23 *
Belief That Fund Raising Is a Board Member's Responsibility	13.58 *	45.18 *	21.34 *	24.03 *	11.59 *	21.57 *	17.18 *
Expectations of Funders	8.91 * [a]	10.01 *	3.46	6.19	4.19	7.92 *	8.86 *
Loss to Community if Agency Closed	11.45 *	14.85 *	2.65	18.34 *	21.95 *	14.05 *	11.44 *
Fund Raising Activities Are Fun	0.03	8.85 *	0.42	16.42 *	18.51 *	11.78 *	11.57 *

Note: * Significant when the overall error rate was controlled at .05

[a] Chi-square with Continuity Correction

Table 5. The Relationship of Board Involvement in Fund Raising to Stated Reasons for Participation (Cramer's V)

	Donating Money	Asking for Donations	Providing Names	Planning Fund Raising	Working on FR Activities	Attending Fund Raising Events	Soliciting Others to Attend Events
Stated Reasons for Participation							
Written Policy	.061	.096	.06	.133	.132	.021	.127
Expectations of the Executive Director	.092	.195	.18	.193	.163	.171	.15
Expectations of Other Board Members	.167	.209	.172	.161	.174	.07	.15
Enjoyment of the Teamwork		.177	.219				
Personal Satisfaction	.135	.292	.171	.279	.238	.27	.215
Anticipation of Success	.129	.312	.156	.242	.207	.231	.19
Philanthropic Motive	.273	.287	.171	.253	.233	.294	.292
Belief That Efforts Are Appreciated	.207	.307	.164	.228	.208	.198	.273
Agency's Work Can't Continue	.224	.247	.164	.211	.228	.269	.202
Belief That Fund Raising Is a Board Member's Responsibility	.223	.406	.279	.297	.206	.281	.25
Expectations of Funders	.193	.191	.112	.151	.124	.17	.18
Loss to Community if Agency Closed	.204	.233	.098	.259	.283	.228	.204
Fund Raising Activities Are Fun	.010	.18	.039	.245	.26	.207	.206

feeling of doing something important for the community ($V = .253$); the belief that fundraising efforts are deeply appreciated ($V = .228$); and the feeling that fundraising activities are fun ($V = .245$).

Working on fundraising activities and events was most strongly associated with the personal satisfaction derived from raising money for a good cause ($V = .238$); the feeling of doing something important for the community ($V = .233$); and the feeling that fundraising activities are fun ($V = .26$).

Board member attendance at fundraising events was most strongly associated with personal satisfaction from raising money for a good cause ($V = .27$); with the feeling of doing something important for the community ($V = .294$); and with the belief that fundraising is a board member's responsibility ($V = .281$).

The solicitation of others to attend fundraising events was most strongly related to the feeling of doing something important for the community ($V = .292$); the belief that fundraising efforts are deeply appreciated ($V = .273$); and the belief that fundraising is a board member's responsibility ($V = .25$).

One of the strongest indicators of board involvement in fundraising was the belief that fundraising is a board member's responsibility. When this response was cross-referenced with board member characteristics, a significant relationship was identified. Holding this belief was most strongly associated with service on other boards that expected fundraising ($V = .304$). No association was found with the personal characteristics of board members (e.g., age, income, etc.).

Two other responses were strongly indicative of board participation in several aspects of fundraising:

- "Raising money for a good cause is personally satisfying." and
- "I feel that I am doing something important for the community."

These responses also were cross-referenced with board member characteristics. Altruism appeared to transcend socio-economic levels, as there was no association found between these personal motives and the principal field of work, annual gross income, or educational background of the respondents. There also was no relationship to gender or age. Statistical significance was found between contributions to political campaigns and the feeling of doing something important for the community ($V = .207$).

The data indicate that board involvement in fundraising is linked to the value systems and experiences of board members. Can an agency influence its board's performance in fundraising by exposing board members to specific experiences? The findings suggest this possibility.

Board Involvement in Fundraising and Board Recruitment, Orientation and Training

Board Recruitment

A statistically significant relationship was found between fundraising being either emphasized or mentioned during recruitment and board participation in each aspect of fundraising, except attending fundraising events. Brown (1986) reported a relationship between board participation in fundraising and an emphasis placed on fundraising during recruitment.

Board Orientation and Training

Asking others for donations was associated with board training that included practical suggestions about the fulfillment of board responsibilities ($V = .181$). A small relationship was found between planning fundraising activities and events and training about the board's role in oversight ($V = .168$) and the board's role in fundraising ($V = .172$). Working on fundraising activities also was associated with fundraising training ($V = .188$). The strength of these associations was negligible, however.

Brown (1986) found no relationship between board participation in fundraising and board members having received fundraising training.

Board Involvement in Fundraising and

Agency Demographics

Type of Service Provided

The agency's type of service was not found to be significant.

Size of Budget

Budget size was associated with participation in fundraising activities and events. Board members of agencies with budgets of \$500,000 or less were more likely to plan ($V = .189$); work on ($V = .233$); and attend ($V = .208$) fundraising events, as well as solicit the attendance of others ($V = .217$).

Board members of agencies with a budget size of \$1,000,000 or more were the most generous in donating to their organizations. In addition, nearly 60% of the board members with annual gross incomes in excess of

\$100,000 were concentrated in these agencies. This supported the findings of Brown (1986).

Size of Organization

No association was found between board fundraising and the size of the organization, as reflected by the number of program sites.

Age of Organization

There was an association between the age of the organization and board involvement in fundraising. It was found that agencies in existence for 26 to 35 years were more likely to have board involvement in asking others to donate money ($V = .322$); providing the names of others who might donate money ($V = .282$); and working on fundraising activities and events ($V = .296$).

Primary Clients

A relationship was found between the primary clients served and asking others to donate money ($V = .248$); working on fundraising activities and events ($V = .33$); and soliciting others to attend fundraising events ($V = .272$).

Board members of agencies whose primary clients were children and youth were more likely to participate in all aspects of fundraising found to be statistically significant. Board members of agencies whose primary clients were listed as adults were the least likely.

Board members of agencies who served the elderly also were more likely to be involved in planning fundraising activities and events; working on fundraising activities and events; attending fundraising events; and soliciting others to attend fundraising events.

Income Level of Clients

No association was found between the income level of clients and board involvement in fundraising.

Fundraising Structure

An examination of the fundraising structure of agencies yielded unexpected results. The findings indicated that two fundraising components maintained by agencies were associated with decreased board participation in some aspects of fundraising. The researcher had listed one of these components in the survey questionnaire; the second was reported by agencies under the heading of "Other." These components were:

- An auxiliary or volunteer group (listed)
- fundraising by the executive director and staff
(reported under "Other")

Auxiliary or Volunteer Group. Agencies that had auxiliaries or volunteer groups as part of their fundraising structure were less likely to have board involvement in working on fundraising activities and events ($V = .257$). This is logical, as auxiliaries or volunteer groups in many organizations have a primary responsibility for fundraising.

Executive Director. Three agencies also reported participation by the executive director and staff in fundraising. This participation was associated with a decrease in the number of board members who reported that they donated money, however, the strength of this association was found to be negligible ($V = .181$). In each of these agencies the executive director was one of the founders.

Fundraising Staff. The designation of fundraising duties to specific staff was associated with increased board involvement in two aspects of fundraising, however, the magnitude of the association was small. A relationship was found between the presence of part-time fundraising staff and both asking others to donate money ($V = .174$) and providing the names of others who might make a donation ($V = .196$).

Fundraising Committee. Board members in agencies with a fundraising committee were more likely to make a personal donation ($V = .267$).

Business Activities. Board members in agencies that reported the conduct of business activities for the purpose of fundraising also were more likely to contribute ($V = .223$).

Sources of Agency Revenue

Original Funding. Board involvement in working on fundraising activities and events was associated with foundation start-up ($V = .214$). Board involvement in fundraising by asking others to donate money ($V = .246$) was significantly related to churches as a source of original funds.

These findings supported the observations of Flanagan (1982) and Lant (1980) that the board members of organizations begun by private community efforts were more likely to participate in fundraising than the board members of organizations established with government funds.

Current Funding. Donating money was the category of board involvement in fundraising most frequently associated with an agency's source of current funding. This association was the strongest in agencies

that reported business activities ($V = .267$) or investments and endowments ($V = .208$).

**Board Involvement in Fundraising and
Board Member Characteristics**

Gender

No significant relationship was found between board involvement in fundraising and gender; this differed from the findings of Brown (1986) and Plambeck (1985) and supported the findings of Provan (1980). The rate of both men and women who reported having made donations was in excess of 80%. The detail of board involvement in fundraising based on gender is presented in Table 8.

Table 8

Board Involvement in Fundraising Based on Gender

Fundraising Participation	% Male	% Female
Donating Money	90.73	80.39
Asking for Donations	71.52	62.75
Providing Names of Prospects	59.60	61.76
Planning Fundraising	42.38	53.47
Working on Fundraising	68.87	73.53
Attending Fundraising Events	82.12	85.29
Soliciting Others to Attend	65.56	72.55
	(n = 150)	(n = 102)

Age, Principal Field of Work, and Marital Status.

There was no statistical significance between any aspect of board involvement in fundraising and age, principal field of work, or marital status.

Education

Respondents who reported a master's degree as the highest level achieved were the more likely to donate money ($V = .292$). Those who attended business or trade school were the least likely.

Annual Gross Income

A significant relationship was identified between the annual gross income reported by respondents and providing the names of others who might make a donation ($V = .33$). Board members with an annual gross income in the range of \$101,000 to \$200,000 were more likely to be involved in this aspect of fundraising. Those with an income in the range of \$25,000 to \$50,000 were the least likely to provide the names of prospective donors.

A significant relationship also was found between annual gross income and the amount donated ($V = .272$), with those of higher income being more likely to donate larger sums. This was consistent with the findings of Brown (1986).

Experience with Boards

The number of boards on which the respondents had served was not significant, however, whether these other boards expected participation in fundraising was important. This supported the findings of Brown. A significant relationship was identified between the

expectations of other boards and asking others to donate money ($V = .309$); providing the names of others who might make a donation ($V = .251$); and soliciting others to attend fundraising events ($V = .213$).

In each instance, board members who responded that almost all of the other boards on which they had served expected fundraising were more likely to participate. A frequency distribution of fundraising involvement relative to the expectations of other boards is found in Table 9.

When other boards had expected fundraising, higher participation was found, regardless of statistical significance. Is this expectation a pivotal variable? The findings suggest this. The reader will recall that service on other boards that expected fundraising was associated with the belief that fundraising is a board member's responsibility ($V = .304$). That belief was, in turn, one of the strongest indicators of fundraising involvement. Service on a nonprofit board by another family member was not significant.

Donor History

Contributions to a school of higher education was significantly related to donating money ($V = .174$) and providing the names of others who might make a donation ($V = .207$).

The number of community organizations to which a board member contributed was associated with contributing money ($V = .233$) and asking others to contribute ($V = .268$). Those who donated to four or more other organizations contributed to their agencies and requested contributions from others in the largest numbers.

Table 9

Distribution of Board Member Fundraising Involvement
Per Category of Response to Question 35: Have These
Other Boards Expected You to Participate in Fundraising

Fundraising Involvement	Almost		Few or None
	All Did	Some Did	Did
Percentage			
Donated Money (n = 171)	45.61	36.26	18.13
Asked for Donations (n = 141)	52.48	34.75	12.77
Named Prospects (n = 122)	54.10	33.61	12.30
Planned Fundraising (n = 95)	54.74	30.53	14.74
Worked on F. R. (n = 139)	47.48	35.97	16.55
Attended Events (n = 166)	47.59	34.94	17.47
Solicited Attendance (n = 130)	49.23	37.69	13.08

The income of respondents was significantly related to the amount donated; those of higher income donated more ($V = .272$). The amount donated also was associated with contributions to an institution of higher

education ($V = .33$). This was consistent with the findings of Brown (1986). There was no relationship, however, between the amount donated and contributions to a church or temple, to a political campaign, or to other nonprofit community organizations.

Distribution Method

No association was found between the distribution method of the questionnaire and board involvement in fundraising.

Testing for Nonrespondent Bias

Return time for the survey questionnaires ranged from less than one week to nine weeks, with most participants (80.3%) responding within one week of the distribution dates. Another 12.8% had returned the questionnaires by the end of the third week in the distribution periods. Nearly 260 (95%) of those who responded had done so within four weeks of their distribution date. Chi-square values were calculated to determine if there was statistical significance between the return time and the responses of participants regarding fundraising involvement. No significant relationship was found.

SUMMARY

The process that agencies use to recruit new board members demands consideration, if participation in fundraising is desired. Fundraising expectations should be discussed frankly during recruitment. Agencies also should seek candidates who have served on a board that expected fundraising.

The orientation procedure does not appear related to subsequent

performance in fundraising. The response to other items, however, implied that perceiving the agency's work as important is associated with the efforts of board members to raise funds. This would suggest that agencies should use every opportunity to convey the value of their services and accomplishments to their board and to board candidates.

Agencies also should examine their acknowledgement of board participation in fundraising. The belief that their efforts were deeply appreciated was most strongly associated with board members requesting donations and soliciting others to attend fundraising events.

There also was a significant relationship between board involvement in planning and working on fundraising activities and events and the feeling that fundraising activities are "fun."

Board training should include a practical overview of the board's role and responsibilities and provide information about monitoring and oversight, rather than focus solely on fundraising.

In general, four salient themes emerge relative to board involvement in fundraising: (1) discussion of fundraising during recruitment; (2) service on other boards that expected fundraising; (3) the belief that fundraising is a board responsibility; and (4) feelings of altruism on the part of board members.

Altruistic motives are, in fact, among the stronger indicators of board involvement in fundraising, regardless of occupation, education, or income. Agencies should consider ways in which they might nurture altruistic feelings on the part of board members.

Recruiting board members for voluntary service is often difficult. Consequently, many nonprofit organizations are uneasy about broaching

the subject of board participation in fundraising. Neither are they candid with prospective board members about fundraising as a fiduciary responsibility. The findings suggest that this does not serve either the agency or the sector as a whole.

It is concluded that board members are more inclined to raise funds if they believe that it is their responsibility. It also is concluded that board members find fundraising to be gratifying, if they perceive it as supporting an important cause.

Agencies are urged to reiterate the message that fundraising by the board not only is expected, but provides a unique opportunity to impact the quality of life in a community.

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APPENDICES

June 1988

Dear Volunteer Board Member:

As you know, many nonprofit organizations are facing serious constraints as a result of reduced funding. The survival of some is jeopardized. I am examining these circumstances to meet a requirement for the Master of Nonprofit Administration degree at the University of San Francisco.

Attached you will find an anonymous survey questionnaire which has been designed for board members. We are asking you to assist by completing this questionnaire, and returning it in the self-addressed, stamped envelope which also is attached. All responses will be combined and analyzed as a total group.

Thank you for your cooperation, and for your dedication to community service.

Sincerely,

A handwritten signature in cursive script that reads "Margaret Sponseller Mills".

Margaret Sponseller Mills

Master's Candidate, Nonprofit Administration

University of San Francisco

BOARD OF DIRECTORS QUESTIONNAIRE

Directions: Place an **X** in the column which describes your feelings most accurately. It is important that your response indicate how you **actually** feel, rather than how you think you **should** feel.

	Strongly Agree	Agree	Disagree	Strongly Disagree
1. Fund raising is one of a board member's most important jobs.	[]	[]	[]	[]
2. It hurts an agency when board members will not raise funds.	[]	[]	[]	[]
3. All board members should donate money to their agencies.	[]	[]	[]	[]
4. I know how to do fund raising and I am good at it.	[]	[]	[]	[]
5. I know that the money we raise will be well spent.	[]	[]	[]	[]
6. The services provided by our agency are of the highest quality.	[]	[]	[]	[]
7. I would do fund raising for our agency, if I was asked.	[]	[]	[]	[]
8. Our staff is dedicated to doing an excellent job of providing services.	[]	[]	[]	[]
9. Our agency's mission has been explained to me.	[]	[]	[]	[]

Directions: Check **all** of the responses that describe your experiences and opinions. Statements 10 through 12 each may have **several** responses.

10. I participate in fund raising for my agency by:

- _____ donating money
- _____ asking others to donate money
- _____ providing the names of others who might make a donation
- _____ planning fund raising activities and events
- _____ working on fund raising activities and events
- _____ attending fund raising events
- _____ soliciting others to attend fund raising events
- _____ I do not participate in fund raising

Directions: If you do not participate in fund raising, skip number 11 and on to number 12.

11. I participate in fund raising activities for my agency because:

- Our agency has a written policy which states that all board members must raise funds.
- The Executive Director expects board members to raise funds.
- Other board members expect me to raise funds.
- I enjoy the teamwork involved in fund raising.
- Raising money for a good cause is personally satisfying.
- I know that my fund raising efforts will be successful.
- I feel that I am doing something important for the community.
- I know that my fund raising efforts are deeply appreciated.
- Our agency's important work can't continue, if the money isn't there.
- I believe that fund raising is a board member's responsibility.
- Our funders expect the board to do fund raising.
- It would be a great loss to the community if our organization closed.
- Fund raising activities are fun.

Directions: If you have responded to this statement, skip number 12 and go to number 13.

12. I am not active in fund raising for my agency because:

- Fund raising really is not a board member's job.
- I cannot afford to make donations to our agency.
- I would be willing to donate, but I will not ask others for money.
- I don't have time to do fund raising.
- I don't know how to ask people for money.
- The thought of asking people for money is distasteful.
- I have not had any experience with fund raising.
- I don't think that I would be a successful fundraiser.
- I have done fund raising, and I don't like it.
- If our agency doesn't have the money to provide some services, then other agencies will.
- Our agency gets enough money from other sources.
- No one has asked me to raise funds.

Directions: Check the answer below each question that most closely describes your experience.

13. When you were asked to join the board of this organization, was the board's responsibility for fund raising:

- Emphasized
- Mentioned
- Not mentioned

14. If you joined the board of this organization during the last three years, please, comment on the orientation you received as a new board member.
(Check **all** that apply)

I was given a Board Manual with information about the agency.
 The Chairperson of the Board met with me to discuss my duties.
 I was assigned to a board committee(s).
 The Executive Director and staff met with me about agency programs.
 The agency mission was reviewed with me.
 I learned how the agency solves community problems by fulfilling its mission.
 I visited all or most of our program sites.

15. How familiar were you with this organization's programs **before** you became a board member?

Very familiar
 Somewhat familiar
 Not at all familiar

16. What types of training has your board as a whole received during the last three years (Check **all** that apply)

An overview of board role and responsibilities
 The board's role in planning
 The board's role in policy development and ratification
 The board's role in organizational monitoring and oversight
 The board's role in fund raising

17. Did this training include **practical, "how to"** suggestions (how to execute board responsibilities, how to plan, how to develop and ratify policy, how to monitor, how to raise funds)? Check **all** that did.

The overview did.
 The training about planning did.
 The training about policy development and ratification did.
 The training about monitoring and oversight did.
 The training about fund raising did.

18. How much money have you **personally** donated to your organization during the last 12 months? (Do **not** include money that you have solicited)

<input type="checkbox"/> None	<input type="checkbox"/> \$101 to \$250
<input type="checkbox"/> \$1 to \$25	<input type="checkbox"/> \$251 to \$500
<input type="checkbox"/> \$26 to \$50	<input type="checkbox"/> \$501 to \$1,000
<input type="checkbox"/> \$51 to \$100	<input type="checkbox"/> Over \$1,000

Directions: Please provide the following information about your organization.

19. Is your organization an affiliate of a national organization?

Yes No

20. Agency's **primary** service area: (check **one, only**)

- | | |
|---|--|
| <input type="checkbox"/> Basic needs (food, shelter) | <input type="checkbox"/> Counseling/Services for the addicted |
| <input type="checkbox"/> Health | <input type="checkbox"/> Emergency (disaster, family violence) |
| <input type="checkbox"/> Social action | <input type="checkbox"/> Community services |
| <input type="checkbox"/> Legal | <input type="checkbox"/> Children/Youth |
| <input type="checkbox"/> Other (please specify) _____ | |

21. Agency's budget size (current fiscal year):

- | | |
|---|---|
| <input type="checkbox"/> Less than \$150,000 | <input type="checkbox"/> \$1,000,000 to \$4,999,999 |
| <input type="checkbox"/> \$150,000 to \$499,999 | <input type="checkbox"/> \$ 5,000,000 to \$15,000,000 |
| <input type="checkbox"/> \$500,000 to \$999,999 | <input type="checkbox"/> \$ Over \$15,000,000 |

22. **Primary** clients: (check **one, only**)

<input type="checkbox"/> Children/Youth	<input type="checkbox"/> Elderly
<input type="checkbox"/> Adults	<input type="checkbox"/> Disabled
<input type="checkbox"/> Other (please specify) _____	

23. Client income: Mostly low income Mostly middle income
 Mostly low & middle income Middle & upper income

24. Number of years organization has been in existence:

- | | | |
|--|---|--|
| <input type="checkbox"/> Less than 5 years | <input type="checkbox"/> 26 to 35 years | <input type="checkbox"/> 76 to 100 years |
| <input type="checkbox"/> 5 to 15 years | <input type="checkbox"/> 36 to 50 years | <input type="checkbox"/> Over 100 years |
| <input type="checkbox"/> 16 to 25 years | <input type="checkbox"/> 51 to 75 years | |

25. Number of Program Sites:

- 1 site 2 to 5 sites 6 to 10 sites Over 10

26. Source of **original start-up** funding: (check **all** that apply)

- | | | |
|---|-------------------------------------|--|
| <input type="checkbox"/> Foundation(s) | <input type="checkbox"/> United Way | <input type="checkbox"/> Private donations |
| <input type="checkbox"/> Government | <input type="checkbox"/> Church | <input type="checkbox"/> Private loan |
| <input type="checkbox"/> Other (please specify) _____ | | |

27. Source of **current** funding (check **all** that apply): **circle the largest source:**

- | | |
|---|--|
| <input type="checkbox"/> Government fees/grants | <input type="checkbox"/> United Way |
| <input type="checkbox"/> Client fees | <input type="checkbox"/> Foundations |
| <input type="checkbox"/> Investments/endowment | <input type="checkbox"/> Business activities |
| <input type="checkbox"/> Contributions/fundraising events | <input type="checkbox"/> Church support |
| <input type="checkbox"/> Other (please specify) _____ | |

28. Fund raising structure: Check **all** that are **maintained** by your organization, or are **affiliated** with it, for the purpose of **fund raising**.

- | | |
|---|--|
| <input type="checkbox"/> Separate foundation | <input type="checkbox"/> Part time fund raising staff |
| <input type="checkbox"/> Auxiliary/volunteer group | <input type="checkbox"/> Fund Raising Committee |
| <input type="checkbox"/> Full time fund raising staff | <input type="checkbox"/> Business activities (thrift shop, etc.) |
| <input type="checkbox"/> Other (please specify) _____ | |

Directions: Please provide the following information about yourself.

29. Sex: Male Female

30. Age: 20 - 29 40 - 49 60 - 69
 30 - 39 50 - 59 70 or over

31. Principal field of work (if retired from, **check here**):

- Private business
- Education
- Health/legal/financial
- Other (please specify) _____
- Homemaker
- Public employee (city, county, etc)
- Nonprofit agency employee

32. Education: (check **highest**) Grade school BA/BS degree
 High school Masters degree
 Business or trade school Doctorate
 AA degree Medical/dental/law school

33. Marital status: Married Widowed Single
 Separated Divorced

34. Annual gross income:

- Less than \$25,000
- \$25,000 to \$50,000
- \$51,000 to \$75,000
- \$76,000 to \$100,000
- \$101,000 to \$200,000
- Over \$200,000

35. Number of boards on which you have served (**include** this one): _____

Have these other boards expected you to participate in fund raising?

Almost all did Some did Few or none did

36. Other family members who have served on a nonprofit organization board(s):

Parent(s) Spouse Sibling(s) Child(ren)

37. Have you given contributions to any of the following during the last 12 months?
Please check **all** to which you have contributed.

- Church or temple
- Political campaigns
- Public or private school (not including higher education)
- College, university or other school of higher education
- Other nonprofit community organizations

Approximate number of other community organizations to which you gave:

None 2 - 4 8 - 10
 1 5 - 7 Over 10

Questionnaire was received: in the mail in a meeting

