

*Section***Three**

**Preparing
the**
Groundwork

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Division of Responsibilities Between Board and Staff

The Board of Trustees is charged with being responsible for the financial health of the organization - to assure the viability of the organization. The Board must see that adequate funding resources are obtained to sustain the organization and its programs and oversee the financial operations through appropriate budgetary, investment, and accounting procedures.⁵ Consequently, the Board may decide to be involved in fundraising. To be successful, any reservations about fundraising on the part of Board members must be recognized and dealt with forthrightly.⁶

Board and Staff Roles

Although in the final analysis responsibility for the success or failure of fundraising lies with the Board, the Board obviously needs assistance from the staff--the Chief Executive Officer (CEO) and, in a large organization, the professional fundraising staff, usually called the development office (see glossary). The division of labour among Board, CEO, and staff will be different for every organization, depending on the size, the nature of the mission, the history of fundraising in the organization, and the personalities of the Board and staff members.⁷ For example, some organizations will look to the CEO to make most of the fundraising solicitations. Other organizations will rely heavily on Board members to ask for donations. Usually, the major burdens of planning, conducting research, drafting proposals, and particularly of taking initiative falls on the CEO and his/her staff.⁸

The Board's efforts are very important to the Collingwood Public Library. In addition to approving and commenting on all fundraising plans, many of the Trustees will volunteer their time to an activity. The person in charge of fundraising recognizes the value of having such high-profile persons in the community assisting with a fundraising event. Consequently, she sends each Board member a personal invitation to each fundraiser and often follows this up with a reminder by phone. At the Collingwood Public Library, the philosophy is that you cannot expect anyone else to "buy into" something if you aren't supporting it yourself. Consequently, Board and staff volunteer significant amounts of time to fundraising activities and financially support such events as the annual dinner dance.

In addition, certain Board members are uniquely qualified to assist with specific fundraising ventures. For example, a local lawyer, who is a Board member of the Collingwood Public Library, has been invaluable in developing a "trust fund" (see glossary) for the library.

Fundraising *Kit*

Policies related to Fundraising

Upon deciding that your library will embark on a fundraising program of some type, it is important to begin with the following.

- Examine your library's **mission statement**. The library's mission statement guides the organization; it states what the organization is trying to accomplish. Consequently, it should help you to focus on what fundraising goals are required to accomplish your mission statement.
- Review your library's **policies** to determine the extent that they support a fundraising endeavour. The policies should have a direct impact on the way in which the library operates (e.g., identifying how staff roles or positions relate to fundraising).

The Mission Statement of the Collingwood Public Library

Collingwood Public Library responds to the changing social, political, economic, cultural and personal demands of the community by providing efficient and effective programmes and services, materials collections, physical space and accurate relevant information in a free, open and equitable manner. This is accomplished through an awareness of the community, evaluation of materials, services and staffing, and by envisioning the demands of life into the new century.

A useful mission statement is the product of self-examination.⁹ Clarity and agreement on mission, policies and long-range plans are essential as a foundation for the fundraising program. An honest appraisal of the library's mission statement helps to set clear program directions and priorities upon which everyone can agree. Without such an assessment, the fundraising drive can become unfocused and fragmented.

Ethical Considerations

Trustees must be aware of several ethical issues that apply particularly to fundraising.

Ethical Decision	Reasoning
Donor's Designations	Donations must be used for the donor's intended purposes.
Fundraising Expenses	Organizations should be prepared to disclose full accounting of fundraising expenses and what portion of donations directly serves the charitable purposes of the organization.
Solicitation by Fundraising Consultants	A firm retained to advise does not itself directly solicit or collect contributions. Although fundraising firms can be retained to solicit and collect contributions by mail, telephone, or in person, such arrangements raise questions both of ethics (e.g., incidents of unscrupulous fundraising practice such as undue pressure) and responsibility (e.g., appearance of attempting to escape a fundamental responsibility). Board members should be alert to both. (A distinction should be drawn here between consultants and development staff as defined in the glossary.)
Commission Fundraising	Professional fundraising associations like to adhere to an ethical standard that requires members to work for a salary, a retainer, or a set fee, and not for a commission based on the amount of money raised. They believe that commission-based reward raises doubts as to whether the solicitations are to benefit the solicitor or the charitable organization, and whether commission selling offers inducements to put excessive pressure on the contributor. ¹⁰