

SUCCESSFUL CHARACTERISTICS IN STATE 4-H FOUNDATION FUNDRAISING

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Abstract

In many states, Cooperative Extension is struggling to survive with budget cuts and changing legislative priorities (Hammond, 2004). These cuts and changing priorities will continue to have a direct impact on state 4-H program funding. Thus, seeking private dollars has become a necessity for state 4-H programs. The purpose of this study was to identify successful characteristics and activities of state 4-H foundations which appear successful in fundraising. This study focused on state 4-H foundations associated with Land Grant Universities in the United States. These foundations have had to secure alternative funding sources in a period of declining financial resources from local, state and federal sources. The population for this study consisted of state 4-H foundation executive directors (n=42), who held their position in spring 2005, and a random sample of state 4-H foundation trustees (n=300) in the United States. The response rate for the 4-H executive directors' survey was 92.87 percent with 39 questionnaires being completed. The response rate for the 4-H foundation trustees was 82.66 percent with 248 usable questionnaires being gathered. Results revealed several significant correlations that positively affect state 4-H foundation fundraising and a fundraising model was derived from these results.

Introduction

Cooperative Extension, in many states, is struggling to survive under budget cuts and changing legislative priorities (Hammond, 2004). These cuts and changing priorities will continue to have a direct impact on state 4-H program funding. Seeking private dollars has become a necessity for state 4-H programs due to decreasing local, state and federal monies and increasing competition for private resources.

The emphasis of this study was directed toward 4-H foundation executive directors (or persons in charge of state 4-H foundations) and boards of trustee. When compared with university foundations, 4-H foundations are still considered in their infancy. However, they are very similar to community college foundations in their developmental time line. Since no prior formal studies had been published about state 4-H foundations, research for 4-H foundations was drawn from research on community college foundations since both are considered in their infancy.

Theoretical Framework

Since no prior formal research had been conducted on state 4-H foundations, this study analyzed literature primarily from community college foundations since both are considered in their infancy. Universities have conducted fundraising activities for many years, but community colleges have only recently begun to carry out fundraising efforts. Community colleges have typically participated in fundraising campaigns during times of financial crisis. Before the 1960's, there were few attempts at development in community colleges. Their major funding sources were state and local taxes and tuition and fees. Community colleges had not considered the idea of private source fundraising as a revenue source (Glass & Jackson, 1998).

Strong board members are the keys to the success of any organization, according to Mentesti, (1998). Since board members generally set the tone and lead the way, this is especially true in fundraising. O'Connell (1993) confirmed that the success of good development directors is directly related to the commitment and involvement of the board and staff. He differentiated board involvement by fundraising complexity and amount of gifts. If an organization conducted several programs using several techniques and had a yearly goal of more than \$75,000, they usually needed a staff function. The rule of thumb is that the board will do everything possible on its own and only hire a staff when that will help their volunteers attain even higher results. Consultants, he maintained, can substitute for staff for most function except the annual giving program. However, he advised trustees that to achieve and sustain momentum, they would need to employ a good, full-time individual.

According to Kelly (1998), boards of trustee generally serve as the volunteer committee for the major gifts program. The staff manager, having full access to trustees, directs the board's participation in all fundraising steps. In larger groups, a fundraising committee, headed by the board's chair, spearheads the work. Howe (1991) emphasized that development committee members are directly involved in fundraising activities unlike other board responsibilities that adhere to a policy-only role.

The role of trustee has three parts: lead by example, endorse objectives, and provide a network to reach prospective donors. For Murray (1995), there is only one standard for board participation as donors: 100 percent. Board members cannot ask people to give without first

expressing their own commitment. Trustees must also make gifts at a level proportionate to their involvement which sets appropriate gift levels for other donors. Trustees are the most involved, therefore, they must give the most. Indeed, the board is expected to donate many of the largest gifts raised through the major gifts program.

Interviewing thirty persons who gave \$1 million or more, Panas (1984) reported that two-thirds (20) of them were on the receiving organization's board of directors. Trustees have an obligation to be actively involved in fundraising because their involvement lends legitimacy to the programs, argued Murray (1995). He admitted that although trustees might not participate in all steps of the process, they must be willing to help in some. Participation is their stamp of approval, which can be powerful in motivating others to support the organization. Trustees must use their knowledge and contacts to identify, cultivate, and solicit prospects for major gifts.

Similarly, Rosso (1991) suggested four ways—none of which involve solicitation—in which trustees make themselves valuable in fund raising. Trustees attest to the worth of the organization's services, attract other volunteers to work, identify and help cultivate potential donors, and serve as door openers. He explained that the personal contacts many trustees have with major prospects are valuable assets for the fund raising program.

Although no single formula for fundraising exists, Mentesti (1998) believes there are usually seven key elements present in any type of successful fundraising effort.

1. Know your mission.
2. Become an effective slaver in the economic development arena. Build relationships in a wide area.
3. Build from within. Strong members are the keys to the success of any organization.
4. Remember who will be the biggest beneficiary of the campaign. Typically, banks and utility companies are natural partners in economic development.
5. Optimize your operating environment..
 - A. What other regional or non-regional organizations are involved in fundraising activities in your area?
 - B. Are you working with them synergistically rather than working against them territorially?
6. Give donors a good return on their investment.
7. Simplify things. Today, too many fund raisers are focusing on technological issues, forgetting that their job is to speak and help on a personal level.

In the ten most successful community college foundations that he studied, Ryan (1998) found several characteristics present:

1. They had highly respected academic programs, high community profiles, large enrollments, and significant preexisting corporate support.
2. The college president's involvement in fundraising was necessary for success.
3. The existence of a full time development person with an office was essential for success.
4. They ascribed to the 'it takes money to make money' theory.

He found frequent citations in existing literature describing four characteristics of successful community college foundations:

1. A defined plan of activity that relates specific programs to specific development prospects,
2. A well organized active, influential, and community based board of directors,
3. A committed and active president and
4. College resources are dedicated to the effort— most importantly the presence of a chief development officer.

Strategic planning is a continual process which includes renewal of the mission, formulation of basic purposes and goals, and the development and implementation of the policies and programs necessary to achieve those goals (Buchholz, Evans, & Wagley, 1989). As indicated by J. E. Grunig (1992), the use of strategic planning is widespread as it occupies a chapter or section in almost every book on basic management. He concluded that excellent organizations plan strategically and excellent departments are integrated in the strategic planning process.

Strategic planning requires participation by key representatives throughout the organization. Not only is comprehensive input critical, but as Mixer (1993) explained, the parties most affected by the plan will be more likely to support it if they are consulted and involved during its creation. Widespread participation and the resulting plan enables an organization to integrate all its components, according to Robert Simmons (1990). Every decision made and action taken should agree with the organization's mission.

There is increasing consensus in the literature that effective fund raising is inseparable from strategic planning. For example, McNamee (1993) linked it to multimillion dollar gifts, and said that a good strategic plan—with input by practitioners—will operate as a fundraising blueprint for several years. Strategic planning is mandatory for effective fundraising management according to Block, Leduc, and Carroccio (cited in Herman & Block, 1990). Steele and Elder (1992) stated that strategic planning articulates where you are now and where you hope to be in the future. It provides the rationale for your development program. Broom and Dozier (1990), take that theory one step further to say that strategic planning is determining where you want to be in the future (the goal) and how to get there (the strategies). This directs the organization proactively, avoiding 'drift' and routine repetition of activities.

Based on systems theory, Lord (1983) sees the organization as trying to design its own future—based on the external environment including its opportunities and constraints. Strategic planning looks at forces outside the organization's control, forces like rising expectations for health care or a declining industrial base. With a fundraising plan drawn from this process, Lord felt that an organization could be seen as a quality operation—an intelligently managed enterprise, aware of its purpose and its environment, and ready to take advantage of opportunities as they arise. While Gagen McCarthy (1993), connects strategic planning to autonomy and accountability. She argues that the ultimate measure of success for an organization is a balance between donor needs and community needs as determined by the organization. She felt these dual and sometimes conflicting roles could be kept in appropriate balance with effective strategic

planning which gives control and direction to an organization.

Purpose and Objectives

The purpose of this research was to identify characteristics and activities of state 4-H foundations appearing to have successful fundraising. The study surveyed state 4-H foundation executive directors and trustees. This purpose was achieved by meeting the following research objectives: Objective 1 described the components critical to successful fundraising in state 4-H foundations. Objective 2 develop a fundraising model for state 4-H foundations to be successful in their annual fundraising efforts.

Methods and Procedures

The research design consisted of two instruments: one for 4-H executive directors and one for 4-H foundation trustees. The two instruments were determined to be the best method for data collection from each group. The two instruments were both descriptive and the design was correlative. The population for the 4-H executive director survey consisted of 42 recipients, thus a census survey was employed. The response rate for the 4-H executive directors' survey was 92.87 percent with 39 questionnaires being completed. Contact information for 375 trustees was gathered. According to Krejcie and Morgan (1970) a sample size of 162 would be needed for a population of 375. However, the researcher had enough postage available to survey a greater number of 4-H trustees than the level recommended by Krejcie and Morgan (1970) . This provided a higher confidence level and a lower margin of error. The confidence level was 99 % and the margin of error was 3.33 % with the sample size of 300, rather than a confidence level of 95% and a margin of error of 5.80% with a sample size of 162 as suggested by Krejcie and Morgan. The response rate for the 4-H foundation trustees was 82.66 % with 248 usable questionnaires being gathered.

Questions for the 4-H executive director survey instrument and the 4-H foundation trustees' survey instrument were designed using information from the literature review. Questions were formulated to discover which development components encouraged successful fundraising and which components limited fundraising in state 4-H foundations. The questions targeted key functions of state 4-H executive directors' daily job activities and their development offices, state 4-H programs' fundamental missions, perceptions of the executive director, perceptions of the state 4-H trustee, and functions of trustees. To assure the validity of questions for the state 4-H foundation director's instrument, it was administered to former state 4-H foundation directors and other development officers familiar with 4-H foundation work. The trustees' survey instrument was pilot tested with a group of state 4-H foundation trustee members to assure accuracy and understandability. Both questionnaires were also reviewed by agricultural education faculty members from two universities. Modifications were made to both instruments to increase validity and reliability.

Alpha reliability coefficients are calculations using the overall relationship among the answers to determine a reliability coefficient for an instrument (Frey, Botan, & Kreps, 2000). The internal consistency of the instrument in this study was determined by using Cronbach's alpha for reliability. Both questionnaires had an alpha coefficient of 0.96 while 0.90 is

considered excellent. Since reliability coefficients of 0.80 or greater are generally considered high (Vierra, Pollock, & Golez, 1998), and reliability coefficients of 0.70 or greater could be considered acceptable when measuring complex variables (Kirk, 1999), it was concluded that the instrument used in this study was reliable.

All statistical data analyses were completed using Statistical Package for the Social Sciences, SPSS[®], Version 11.0 for Microsoft Windows[®]. The data collected were both descriptive and comparative. Numerical values were given to each variable. Data were assigned names and values based on statistical treatment. The collected information was compiled by comparing similarities and differences among 4-H state foundation fundraising styles. This determined the characteristics of the foundations success in fundraising.

Frequency distributions and descriptive statistics were used to make frequency tables for all questionnaire items. Frequency counts, percentages, cumulative percentages, mean, median, mode, sum, standard deviation, range, minimum and maximum values, standard error of mean, skewness and bivariate correlations were calculated with this analysis. Davis (1971) descriptors were used to describe strength of association.

Table 1 outlines the total data collection methodology. The researcher asked the Texas 4-H office to send an e-mail to state 4-H leaders encourage their state's participation in the study. Initial contact with state 4-H foundation executive directors concerning the research project was made via an email which asked if they would participate in an online survey to reduce the cost of mailing the questionnaire. The following week, personalized emails were sent to executive directors who did not respond to the initial email. Also, questionnaires were mailed to individuals who either didn't respond to the e-mail or requested that the survey be mailed.

Table 1
Contact Procedures Time Line

Time line	Action
October 7, 2004	Initial Contact with Executive Director
March 7, 2005	Electronic Notification of study
March 7-15, 2005	Email with Survey Link and Respondent Numbers
March 8, 2005	Encouragement of Participation
March 11-14, 2005	Personalized emails - followup
March 11, 2005	Mailed surveys to those that requested a hard copy or didn't have email
March 16, 2005	Mailed all surveys to those that did not respond to email
March 16-17, 2005	Emailed respondent numbers and appropriate internet link to all that had not completed online survey

Time line	Action
March 25, 2005	Emailed response status of survey and encouragement of participation
March 30-31, 2005	Reminder of deadline
April 1, 2005	Scheduled Deadline
April 12, 2005	Called non-responsive executive directors
April 12, 2005	E-mail to non-responsive executive directors

Findings

Table 2 shows the total support received by individual state 4-H foundations in 2004 or their most recent fiscal year. None reported total support over \$2,000,000 and only four (10.5%) received between \$1,000,000 to \$1,999,999 in the most recent fiscal year.

Table 2
Total Support Received in 2004 by State 4-H Foundations (n=39)

Total Support	Frequency	Percent (%)
Less than \$100,000	6	15.8
\$100,000 to \$299,999	9	23.7
\$300,000 to \$499,000	8	21.1
\$500,000 to \$999,999	11	28.9
\$1,000,000 to \$1,999,999	4	10.5
\$2,000,000 to \$4,999,999	0	0.0
\$5,000,000 or greater	0	0.0
Total	38*	100.0

*Note. Value does not equal 39 due to missing data.

Objective 1 described the components critical to successful fundraising in state 4-H foundations.

When asked if their foundation had a written strategic plan with projected goals, 21 (53.8%) executive directors indicated their 4-H foundation has a strategic plan, while 18 (46.2%) reported not having a strategic plan. One hundred sixty-five (68.5%) trustees stated that their state 4-H foundation has a strategic plan and 76 (31.5%) reported there was no strategic plan.

The correlation coefficients between total support in the most recent fiscal year and the strategic plan were significant at the .01 level. The result of the correlation analysis presented in Table 3 was significant at 0.534. The correlation of the strategic plan and total support in the most recent fiscal year was significant at a substantial level (Davis, 1971). 4-H foundations with

a strategic plan indicated a higher level of total support.

The 39 responding 4-H foundations indicated their full time support staff ranged between one and six. Twenty-nine (74.4%) 4-H foundations had one full-time support person, five (12.8%) had two full-time support staff, one (2.6%) had three full-time support staff, two (5.1%) had four full-time support staff and two (5.1%) had 6 full-time support staff. The mean was 1.59 (SD = 1.292).

The correlation coefficients between the number of full time foundation staff and total support in the most recent fiscal year were significant at the .01 level. The result of the correlation analysis presented in Table 3 was significant at 0.443. The correlation of the number of full time foundation staff and total support in the most recent fiscal year was significant at a moderate level (Davis, 1971). 4-H foundations with higher number of full time staff reported a higher level of annual total support.

Nineteen (50%) of 38 4-H foundations responding reported they have previously or are currently conducting a capital campaign and 19 (50%) indicated they have not ever conducted a capital campaign. Of those with capital campaigns, nine (47.4%) reported monetary goals greater than or equal to \$ 1,000,001, five (26.3%) reported goals of \$500,001 to \$1,000,000, and five (26.3%) had as their goal \$500,000 or less.

The correlation coefficients computed conducted a capital campaign and total support in the most recent fiscal year was significant at the .01 level. The result of the correlation analysis presented in Table 3 was significant at 0.424. The correlation of the number conducted a capital campaign and total support in the most recent fiscal year was significant at a moderate level (Davis, 1971). 4-H foundations that have conducted capital campaigns indicated a higher level of total support each year.

State 4-H foundation executive directors were asked how many major donors, those who would make gifts greater than \$20,000, and potential donors they personally worked with each year. The largest group (44.4%) only worked with 1 to 5 potential major donors. The mean of the response was 2.750 (SD = 1.9766).

The correlation coefficient between the number of major or potential major donors that executive directors had visited and total support in the most recent fiscal year were significant at the .01 level. The result of the correlation analysis presented in Table 3 was significant at 0.453. The correlation of the number of major or potential major donors that executive director had visited and total support in the most recent fiscal year was significant at a moderate level (Davis, 1971). The more major donors and potential major donors that the 4-H executive director visited indicated a higher level of total support.

State 4-H executive directors were asked "Does your state 4-H foundation have an annual giving program in place and if so, what is the monetary goal of the annual fund?". Twenty-nine (74.4%) of the state 4-H foundations responding have an annual giving program and ten (25.6%) did not. Of those with an annual giving program in place, twenty-two (75.9%) have a monetary goal of \$500,000 or less, four (13.8%) have a monetary goal between \$500,001 and \$1,000,000, and three (10.3%) have a monetary goal of \$1,000,001 or more.

The correlation coefficients between monetary goal of annual fund and total support in the most recent fiscal year were significant at the .01 level. The result of the correlation analysis presented in Table 3 was significant at 0.672, according to the Davis, 1971. The correlation between the monetary goal of annual fund and total support in the most recent fiscal year was significant at a substantial level. 4-H foundations which have higher monetary goals for their annual fund had a higher level of total support.

Half (19) of 38 4-H foundations responding reported they have or are currently conducting a capital campaign and the remainder (19) indicated they have not ever conducted a capital campaign. Of those who conducted capital campaigns, nine (47.4%) reported monetary goals greater than or equal to \$ 1,000,001, five (26.3%) reported goals of \$500,001 to \$1,000,000, and five (26.3%) had as their goal \$500,000 or less.

The correlation coefficients between the monetary goal of annual fund and total support in the most recent fiscal year were significant at the .01 level. The result of the correlation analysis presented in Table 3 was significant at 0.829. The correlation of the monetary goal of the capital campaign and total support in the most recent fiscal year was significant at a substantial level (Davis, 1971).

Table 3
Correlation of Successful State 4-H Foundation
Characteristics and Total Annual Support

Characteristic	Total Support
Strategic plan	0.534**
Number of full time fundraising staff	0.443**
Conducted a capital campaign	0.424**
Donors with gifts greater than \$20,000	0.453**
Monetary goal of annual fund	0.672**
Monetary goal of capital campaign	0.829**

**p<.01

Executive directors were asked to identify major sources of gifts to their 4-H foundation as depicted in table 4. Foundation board members ranked as the number one source of gifts for state 4-H foundations with a mean of 3.67 (SD = .577). Businesses ranked second with a mean of 3.56 (SD = .552). Philanthropic foundations ranked the lowest with a mean of 2.85 (SD = .875).

Table 4
State 4-H Foundation Ranking of Gift Sources (n=39)

Funding Source	Rank	Mean	Standard Deviation
Foundation Board Members	1	3.67	.577
Businesses	2	3.56	.552
4-H Alumni	3	3.41	.715
Individuals affiliated with 4-H Program	4	3.33	.621
Large Corporations	5	3.23	.810
Administration	6	3.00	.698
Faculty (Extension)	7	2.947	.769
Philanthropic Foundations	8	2.85	.875

Note. Rating scale was 1 = Never a source, 2 = Seldom a source, 3 = Sometimes a source, 4 = Often a source.

The correlation coefficients between foundation board members, as a major source of gifts and donations, and total support in the most recent fiscal year were significant at the .05 level. The result of the correlation analysis presented in Table 5 was significant at 0.376. The correlation of foundation board member donations and total support in the most recent fiscal year was significant at a moderate level (Davis, 1971). 4-H foundations that had trustees who made major donations indicated a higher level of annual support.

The correlation coefficients between the satisfaction of trustees' involvement in donor prospect referrals and total support in the most recent fiscal year were significant at the .05 level. The result of the correlation analysis presented in Table 5 was significant at 0.345. The correlation of satisfaction of trustees' involvement in donor prospect referrals and total support in the most recent fiscal year was significant at a moderate level (Davis, 1971). 4-H foundation executive directors that were satisfied with their trustees' donor prospect referrals had a higher level of annual total support.

The correlation coefficients between keeping donors informed and involved and total support in the most recent fiscal year were significant at the .05 level. The result of the correlation analysis presented in Table 5 was significant at 0.354. The correlation of keeping donors informed and involved and total support in the most recent fiscal year was significant at a moderate level (Davis, 1971). States that had donors who were informed and involved in the state 4-H program had a higher level of annual total support.

Table 5
 Correlation of Successful State 4-H Foundation Characteristics
 and Total Annual Support at the .05 Level

Characteristic	Total Support
Trustees donations	0.376*
Donor prospect referrals	0.333*
Donors informed and involved	0.354*

*p<.05

Objective 2. Develop a fundraising model for state 4-H foundations to be successful in their annual fundraising efforts.

Based on the review of literature and findings from this study, a model for 4-H foundations was conceptualized to aid state 4-H foundations in successful annual fundraising (see Figure 1). The Davis Fundraising Model has 11 unique elements that all lead to successful fundraising for an annual giving program. These elements were identified by the 4-H foundation research results significant at the .01 and .05 levels and/or review of literature. Six elements were significant at the .01 level and three of those had supporting literature. Four elements were significant at the .05 level and all had supporting literature. One element, active trustee recruitment and training, was identified by a review of the literature.

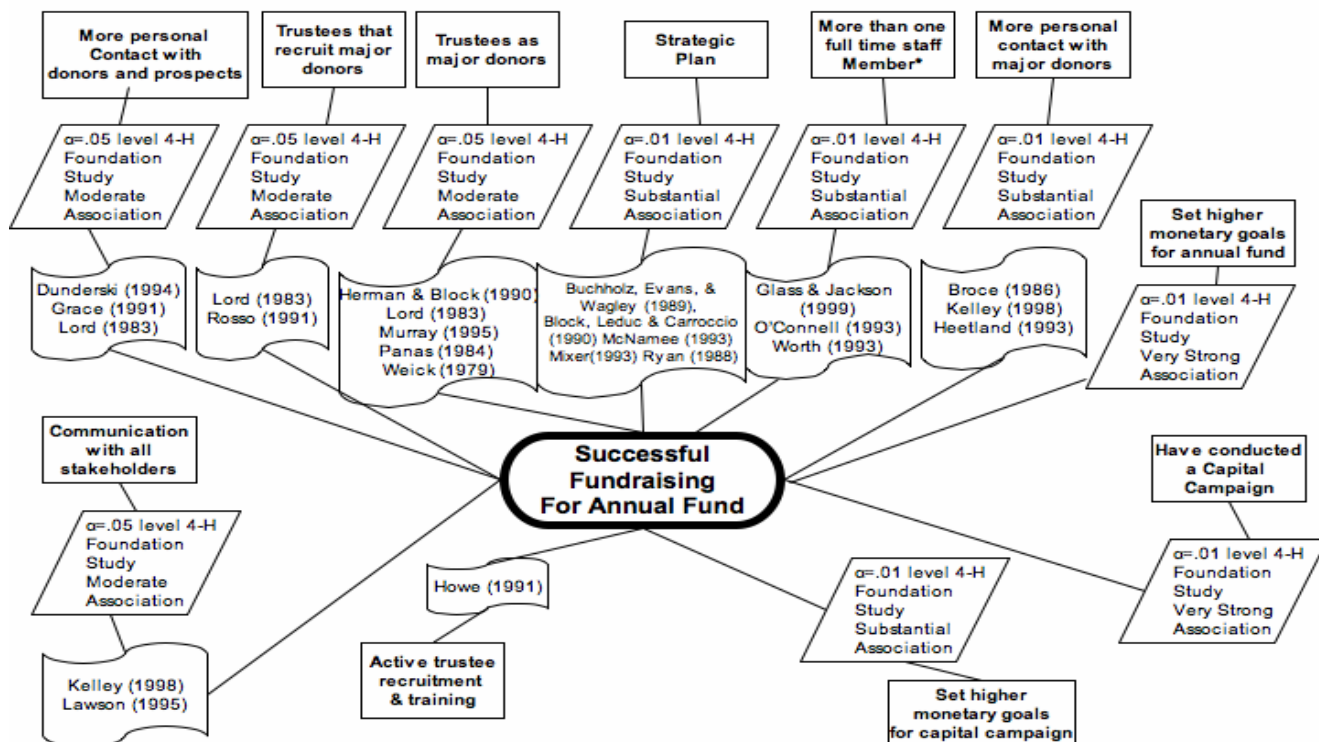


Figure 1. Davis fundraising model for successful fund raising for annual fund for state 4-H foundations

* Point of diminishing returns not established.

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Conclusions and Recommendations

Based on the results of this study, eleven conclusions to enhance higher levels of annual support were made.

1. State 4-H foundations must have a strategic plan in order to garner higher levels of annual support. This finding is strongly supported by previous studies of Buchholz, Evans, and Wagley (1989), Block, Leduc, and Carroccio (cited in Herman and Block, 1990), McNamee (1993), Mixer (1993), and Ryan (1988).
2. State 4-H foundations must have more than one full time staff member (no point of diminishing returns was established) in order to obtain higher levels of annual support. Those foundations with more than one staff member exhibited an ability to raise more money. This finding reiterates those of Glass and Jackson (1999), O'Connell (1993), and Worth (1993) demonstrating the impact of more than one full time staff member invested in this organizational structure.
3. Executive directors of state 4-H foundations must more have personal contact with major donors. This supports past research of Broce (1986), Kelley (1998) and Heetland (1993) in supporting that personal contact with major donors is beneficial to the fundraising organization. Personal relationships with major donors must be implemented by state 4-H foundations in order to maximize fund development efforts.

4. Setting higher goals for annual fund drives was essential to raising more money. These goals need to be reachable and attainable, but should be challenging. An easily achievable goal which is not challenging for the organization can hamper the ability to raise funds over the long run. This finding was apparent in this study, but not reported in other studies.
5. Setting higher goals for the capital campaign was also essential to raising more money for the annual fund drive. These goals also need to be challenging. This finding was also apparent in this study, but not reported in other studies.
6. State 4-H foundations that have conducted a capital campaign were more successful in annual fundraising. This could be a result of experience and history of the organization in fundraising. This was apparent in this study, but was not reported in other studies.
7. State 4-H foundations must have trustees who are major donors to the foundation. This finding also supports the studies of Herman and Block (1990), Lord (1983), Murray (1995), Panas (1984), and Weick (1979). State 4-H Foundations must identify board members that have the ability to be major donors.
8. Having trustees who personally recruit major donors for the state 4-H foundation is essential to the success of annual fundraising. Results of previous studies of Lord (1983) and Rosso (1991) also agree that trustees must recruit major donors.
9. Having more personal contact and communications with major donors and prospects is essential to the success of the state 4-H foundation effort in annual fundraising. This is also supported by findings of Dunderski (1994), Grace (1991) and Lord (1983) in previous studies.
10. Having more communication with all stakeholders is necessary for state 4-H foundations to be successful. All stakeholders need to understand the reason for fundraising and why it is essential to the success of the 4-H program. This also strongly supported by the research of Kelley (1998) and Lawson (1995). It is essential that all stakeholders, including 4-H members, 4-H volunteers, 4-H parents, county extension agents, all extension specialist, and others understand the purpose and value of fundraising.
11. Having active trustee recruitment and training is crucial to the success of the fundraising organization according to Howe (1991).

Using these elements as a foundation for improving fundraising efforts provides a structural base for enhancing external funding for the 4-H program. This study revealed significant information for the success for state 4-H foundations in fundraising. It is essential that personal relationships be established and nurtured by executive directors, other development staff and board members with potential and major donors. A relationship is how money is raised, not through telemarketing, letters and proposals.

Trustees play a vital role in the success of the state 4-H foundation or any other non-profit entity. Trustees must have an understanding of their role and some of the roles they must play for the organization to be successful are: they must be donors to the organization, personally recruit major donors, serve as door openers, they must inform prospective donors and other stakeholders about the organization and its mission and vision, act as an ambassador for the organization. It is critical that board members be provided a job description of what is expected of them in order for the organization to be successful.

Implementing these eleven strategies can empower 4-H foundation directors and 4-H administrators in the development of successful fundraising strategies. These recommendations are specific to state 4-H foundations, program leaders or department heads in improving fundraising. The results should assist state 4-H foundation executive directors and state 4-H leaders or department heads identify fundraising strategies to implement. While these recommendations are specific to and suited for state 4-H foundations, other youth serving organizations may also benefit from the findings and suggestions.

Implications

These findings have implications for state 4-H foundations, state 4-H programs, and cooperative extension. The Davis fundraising model is a beginning model to be utilized by state 4-H foundations when planning for annual fundraising. It is necessary that there is buy in from all stakeholders in order for the model to be utilized for successful fundraising. With increasing pressure on obtaining private funding to sustain and advance our state 4-H programs, it is essential that all stakeholders understand the reason for fundraising and understand that 4-H is federally, state, and locally supported, but is not totally funded by those sources. In today's environment, it is critical that outside funding be garnered for the success of any non-profit youth serving organization.

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