



Culture of Philanthropy: *Assessing the Culture in Your Organization*

ASSESSMENT FACTOR	FUNDRAISING as a FUNCTION	RATING*	CULTURE of PHILANTHROPY
ASKING FOR GIFTS	Requests based on organizational needs; focused internally	1 2 3 4 5	Requests based on shared desire of donor & organization to meet community need(s)
TALKING ABOUT RESULTS	Rhetoric is revenue-oriented: budget shortfall, raise X dollars	1 2 3 4 5	Rhetoric is donor-oriented: put your resources to good use, make a difference, have impact
CELEBRATING SUCCESS	Celebrates reaching dollar goals	1 2 3 4 5	Celebrates outcomes/results & the spirit of giving
FUNDRAISING TIME FRAME	Short-term horizon: this fiscal year	1 2 3 4 5	Long-term horizon: strategic plans & vision, multiple years
COMMUNICATIONS	Annual Report includes donor list	1 2 3 4 5	All publications feature donor stories, describe impact, tell how to give
WEBSITE	Website has static development information	1 2 3 4 5	Website has online giving, interactive & dynamic content, drives to/from other media
ORGANIZATION'S VIEW OF DEVELOPMENT	Fundraising is avoided, awkward, stressful	1 2 3 4 5	Philanthropy is modeled by CEO & taught at all staff levels
WHAT OTHER STAFF KNOW ABOUT DEVELOPMENT	Management, staff & Board wonder what development is and what development staff does	1 2 3 4 5	Management, staff & Board understand how philanthropy makes a difference
STAFF INVOLVEMENT IN DEVELOPMENT	Staff & Board hate to fundraise	1 2 3 4 5	Staff & Board refer potential donors, participate in cultivation & stewardship activities, give regularly
CDO'S POSITION IN THE ORGANIZATION	CDO occasionally attends management meetings	1 2 3 4 5	CDO reports directly to CEO, is a peer on executive team, attends & presents at Board meetings
COST OF FUNDRAISING	Development is seen as a cost center	1 2 3 4 5	Development is seen as a revenue center, ROI is valued, organization invests in development
BOARD INVOLVMENT IN FUNDRAISING	Some Board members give, few (if any) Board members ask for gifts	1 2 3 4 5	100% Board participation in giving & asking (every year)
TRANSPARENCY	Limited information sharing within organization	1 2 3 4 5	Transparent, open information sharing within and outside organization
DEGREE OF ISOLATION	Limited contact with other fundraisers	1 2 3 4 5	Networking with peers is encouraged; continuing education is valued
MOTIVATION FOR GIVING	Give until it hurts, "sacrificial" giving	1 2 3 4 5	Give because it feels good, adds meaning

* Circle the number that relates most closely to where your organization lies along a continuum from "Fundraising as a Function" (with a score of 1) to having a "Culture of Philanthropy" (with a score of 5). As you work to improve the Culture of Philanthropy in your organization, focus on those assessment factors with the lowest score.