



The News of Women in Development, New York

“Transforming an Institution: Building Internal and External Constituencies to Support A New Vision”

FEATURING

Arlene Shuler

*President and CEO
 New York City Center*

Monday, February 4, 2008 • 12:00 to 2:00 p.m.
 The Princeton Club, 15 West 43rd Street

Members: \$40 in advance/\$65 at the door

Non-Members: \$50 in advance/\$65 at the door

Cancellations not accepted after Thursday, January 31, 2008

To register visit: www.widny.org

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Arlene Shuler began her arts administration career in Washington, DC where she served as Program Administrator of the Dance Program at the National Endowment for the Arts, consultant to the Federal Council on the Arts and Humanities and legislative assistant for the arts and humanities for Congressman Ted Weiss.

Ms. Shuler returned to New York as Executive Director of Volunteer Lawyers for the Arts. In the field of philanthropy, she has served as Executive Director of The Howard Gilman Foundation, Deputy Director of the Wallace Funds, President of General Atlantic Partners Foundation, and Vice President of Atlantic Philanthropic Service Company. For eleven years Ms.

Shuler worked at Lincoln Center for the Performing Arts where she was Vice President for Planning and Development, and then Senior Vice President of Planning and External Affairs.

In June 2003, Ms. Shuler was named President & CEO of New York City Center, where she performed as a member of The Joffrey Ballet at the start of her career. Among her accomplishments since coming to this position, she conceived the acclaimed *Fall for Dance* Festival, which successfully premiered in September 2004. Ms. Shuler serves on the Board of The George Balanchine Foundation and on the Advisory Board of the Trust for Mutual Understanding, and is a member of the Bar of the State of New York.

The Special Programming and Career Advancement Committees of Women in Development, New York invite you to attend

“A Workshop on Mentoring and Coaching: The Importance of Giving and Receiving”

TUESDAY, JANUARY 22, 2008; 6:00–8:00pm

St. Bartholomew’s Church, 109 East 50th Street (between Park & Lexington Avenues) NYC.

Find out more about the key to your career advancement and giving back to the future leaders in our field. Program will include a moderated panel discussion by mentors, coaches and their mentees and clients. Our panelists include:

Chandra Anderson, *Senior Vice President, National Urban League*; **Janet Diminich**, *Associate Director of Annual Giving, Bank Street College*; **Cathy Levy**, *Director of Corporate & Foundation Relations, The New York Women’s Foundation*; **Robin Rosenbluth**, *CFRE, Assistant Vice President for Development, Columbia University Medical Center*; **Sharon Naulty**, *Career Coach*

Register Now at www.widny.org—space is limited!

Members: \$20; Non-Members: \$30

Light refreshments will be served.

The Three Biggest Mistakes to Avoid When Starting a Planned Giving & Endowment Program

Lorri M. Greif, CFRE, President, Breakthrough Philanthropy, Inc.

Naturally, we want to avoid all mistakes, not just the three biggest. However, no one is perfect and it's understood that mistakes can and do happen. But, not every mistake guarantees failure. . . these three do.

1. No Board Support

As with any fundraising campaign, it is imperative that the organization's board whole-heartedly supports a planned giving program, and at the very least understands how important it is to an organization's future. This is because board members:

- a. Assume leadership roles for fundraising, especially designated campaigns;
- b. Are the ones that approve budgets, gift acceptance policies, and provide introductions to prospects;
- c. Who sit on fundraising committees, must respond to more intense peer pressure, and have more ownership and pride in a campaign's success;
- d. Play a leadership role by setting an example for others;
- e. Are the most likely to make a planned gift since their commitment is strong.

2. Poorly Planned and Unrealistic Budget

Every campaign takes planning, and the budget to support those plans. Sometimes, organizations do not take under consideration that creating and growing a successful comprehensive planned giving program involves more than an occasional letter to donors or an article in the quarterly newsletter. Even a very basic "bequests" program requires formalized administration and policies that make it work smoothly and more profitably, and someone to oversee bequest distributions, answer questions

from donors and estate executors, and perform some clerical duties. Yet funds are not allotted for such obvious items as:

- a. Marketing materials including brochures, newsletters, etc.;
 - b. Advertising;
 - c. Direct mail solicitations (design and postage);
 - d. Recognition,
- And not so obvious items such as:
- e. Seminars;
 - f. Professional asset management for planned gifts;
 - g. Life-income gift administration;
 - h. Occasional legal or other types of professional expert assistance,

And more that goes into the budget of a fundraising campaign.

3. Lack of Knowledge

Even with commitment from the board and a well financed campaign, it's imperative that the development professional have knowledge about planned giving vehicles, state rules and regulations, IRS code, and how to correctly and effectively communicate with prospects to market and comprehensive planned giving program. Without the proper guidance and training, how would most development professionals know the following:

- a. Some states will not allow reinsurance on charitable gift annuities;
- b. Some States require a permit for charitable gift annuities while others require only notification and others have not requirements at all;

- c. Charitable gift annuities are contractually backed by all the assets of the charity;
- d. Charitable remainder trusts come in many "shapes and sizes" and are very flexible in meeting both donor and charitable goals;
- e. Not all bequests are beneficial to all charities' missions;
- f. Gifts of real estate and art have different prerequisites of acceptability and may not work as well for some life-income gifts;
- g. There are all sorts of requirements and protections that go into establishing a charitable gift annuity program;
- h. There is so much they don't even know that they need to know.

Separately, these mistakes may eventually be turned around. Together, they are a recipe for failure. But, by addressing each situation early on, and seeing them as steps to climb in a workable process, the outcome could be a more secure financial future for your non-profit, supported by a comprehensive planned giving and endowment program.

Lorri M. Greif, CFRE, is the President of Breakthrough Philanthropy, Inc., a registered fundraising consulting firm to the nonprofit community, with a specialty in creating and improving planned giving programs. It is also home to easyPG™, an innovative approach to created planning giving programs for smaller and intermediate sized organizations. Her experience goes back more than 18 years in nonprofit development. She can be reached at lgreif@breakthroughphilanthropy.com.

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