

Cultivating Diversity in Fundraising



JANICE GOW PETTEY



John Wiley & Sons, Inc.

To
Tanya Glazebrook
Joe Valentine
and
Marv

This book is printed on acid-free paper. ∞

Copyright © 2002 by John Wiley & Sons, Inc., New York. All rights reserved.

Published simultaneously in Canada.

No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, scanning or otherwise, except as permitted under Sections 107 or 108 of the 1976 United States Copyright Act, without either the prior written permission of the Publisher, or authorization through payment of the appropriate per-copy fee to the Copyright Clearance Center, 222 Rosewood Drive, Danvers, MA 01932, (978) 750-8400, fax (978) 750-4744. Requests to the Publisher for permission should be addressed to the Permissions Department, John Wiley & Sons, Inc., 605 Third Avenue, New York, NY 10158-0012, (212) 850-6011, fax (212) 850-6008, E-Mail: PERMREQ@WILEY.COM.

This publication is designed to provide accurate and authoritative information in regard to the subject matter covered. It is sold with the understanding that the publisher is not engaged in rendering legal, accounting, or other professional services. If legal advice or other expert assistance is required, the services of a competent professional person should be sought.

Library of Congress Cataloging-in-Publication Data

ISBN 0-471-40361-X

Printed in the United States of America.

10 9 8 7 6 5 4 3 2 1

THE AFP/WILEY FUND DEVELOPMENT SERIES

The AFP/Wiley Fund Development Series is intended to provide fund development professionals and volunteers, including board members (and others interested in the not-for-profit sector), with top-quality publications that help advance philanthropy as voluntary action for the public good. Our goal is to provide practical, timely guidance and information on fundraising, charitable giving, and related subjects. AFP and Wiley each bring to this innovative collaboration unique and important resources that result in a whole greater than the sum of its parts.

Association of Fundraising Professionals

AFP is a professional association of fundraising executives that advances philanthropy through its more than 25,000 members in over 159 chapters throughout the United States, Canada, and Mexico. Through its advocacy, research, education, and certification programs, the society fosters development and growth of fundraising professionals, works to advance philanthropy and volunteerism, and promotes high ethical standards in the fundraising profession.

2001–2002 AFP Publishing Advisory Council

Linda A. Chew, CFRE, Chair
Associate Director, Alta Bates Summit Foundation

Nina P. Berkheiser, CFRE
Director of Development, SPCA of Pinellas County

Samuel N. Gough, CFRE
Principal, The AFRAM Group

Guy Mallabone, CFRE
VP, External Relations, Southern Alberta Institute of Technology

Robert Mueller, CFRE
Director of Development, Alliance of Community Hospices & Palliative Care Services

Maria Elena Noriega
Director, Noriega Malo & Associates

R. Michael Patterson, CFRE
Regional Director of Planned Giving, Arthritis Foundation

G. Patrick Williams, MS, ACFRE
Vice Chancellor of Development & Public Affairs, Southern Illinois University—
Edwardsville

John Wiley & Sons

Susan McDermott
Editor (Professional/Trade Division), John Wiley & Sons, Inc.

AFP Staff

Richard B. Chobot, Ph.D.
Vice President, Professional Advancement, AFP

Jan Alfieri
Manager, AFP Resource Center, AFP

AFP/WILEY FUND DEVELOPMENT SERIES

Beyond Fund Raising: New Strategies for Nonprofit Innovation and Investment

Kay Sprinkel Grace, CFRE

ISBN 0-471-16232-9

Inspirational yet practical, this book teaches you how to “put away the tin cup” and take fundraising to a new level. An experienced fundraising consultant and volunteer, Grace shows you how to establish a true relationship between philanthropy, development, and fundraising. You will also get forms, checklists, and flow charts to help you understand, visualize, and incorporate this new philosophy into your own nonprofit organization.

Careers in Fundraising

Lilya Wagner, Ed.D., CFRE

ISBN 0-471-40359-8

Careers in Fundraising provides expert guidance on professional opportunities in the field of fundraising, including topics on professional development, on-the-job issues, and the significance of fundraising as a career. This comprehensive resource covers all aspects of the profession, and also addresses the personal mission and commitment necessary for success in the field.

The Complete Guide to Fundraising Management

Stanley Weinstein, ACFRE

ISBN 0-471-24290-X

This book is a practical management how-to tailored specifically to the needs of fundraisers. Moving beyond theory, it addresses the day-to-day problems faced in these organizations, and offers hands-on advice and practical solutions. The book and accompanying disk include sample forms, checklists, and grids to help the reader plan and execute complicated fundraising campaigns.

Critical Issues in Fundraising

Dwight F. Burlingame, Ph.D., CFRE, editor

ISBN 0-471-17465-3

This book examines the most pressing issues facing fundraising professionals today. Extensive chapters cover donors, innovative fundraising, marketing, financial management, ethics, international philanthropy, and the fundraising professional. Written by a team of highly respected practitioners and educators, this book was developed in conjunction with AFP, the Council for the Advancement and Support of Education, the Association for Research on Nonprofit Organizations and Voluntary Action, and the Indiana University Center on Philanthropy.

Cultivating Diversity in Fundraising

Janice Gow Pettey

ISBN 0-471-40361-X

Cultivating Diversity in Fundraising offers an overview in cultivating successful fundraising and an enhanced understanding of philanthropic motivation in four selected racial/ethnic populations—African American, Asian American (Chinese, Filipino, Japanese, Korean, and South Asian), Hispanic/Latino (Cuban, Dominican, Salvadoran, Mexican, and Puerto Rican), and Native American. By understanding the rich philanthropic traditions of the individuals they are working with and soliciting funds from, fundraisers will be better equipped to serve their communities and their organizations.

Direct Response Fundraising: Mastering New Trends for Results

Michael Johnston

ISBN 0-471-38024-5

This guide offers fundraisers, managers, and volunteers an excellent understanding of how to plan and execute successful direct response campaigns. The success of a nonprofit direct response program requires staying on top of recent trends in the field. These trends include appealing more effectively to aging baby boomers as well as tapping into powerful new databases, the Internet, CD-ROMs, diskettes, and videos. The book includes a CD-ROM, with all the full-color, complete examples from the book as well as many more.

Ethical Decision-Making in fundraising

Marilyn Fischer, Ph.D.

ISBN 0-471-28943-3

A handbook for ethical reasoning and discussion. In her provocative new book, Dr. Fischer provides conceptual tools with which a nonprofit can thoroughly examine the ethics of how and from whom it seeks donations. With the book's Ethical Decision-Making Model, the author explains how fundraisers can use their basic value commitments to organizational mission, relationships, and integrity as day-to-day touchstones for making balanced, ethical fundraising decisions.

The Fund Raiser's Guide to the Internet

Michael Johnston

ISBN 0-471-25365-0

This book presents the issues, technology, and resources involved in online fundraising and donor relations. A practical "how-to" guide, it presents real-world case studies and successful practices from a top consulting firm, as well as guidance, inspiration, and warnings to nonprofits learning to develop this new fundraising technique. It also covers such important factors as determining your market, online solicitation pieces, security issues, and setting up your Web site.

Fundraising Cost Effectiveness: A Self-Assessment Workbook

James M. Greenfield, ACFRE, FAHP

ISBN 0-471-10916-9

A comprehensive, step-by-step guide that will help nonprofit professionals ensure that their department and campaigns are as efficient and cost-effective as possible. It combines a thorough explanation of the issues critical to fundraising self-assessment with easy-to-use worksheets and practical advice. The accompanying disk contains all the sample worksheets plus software for downloading a nonprofit's fundraising data from major software products into charts, graphs, and P&L-like spreadsheet templates.

Fundraising: Evaluating and Managing the Fund Development Process

James M. Greenfield, ACFRE, FAHP

ISBN 0-471-32014-5

Covering initial preparation in 15 areas of fundraising and the ongoing management of the process, this book is designed for fundraising executives of organizations both large and small. Included are numerous examples, case studies, checklists, and a unique evaluation of the audit environment of nonprofit organizations.

International Fundraising for Not-for-Profits: A Country-by-Country Profile

Thomas Harris

ISBN 0-471-24452-X

The only comprehensive book of its kind, it examines and compares the fundraising environments of 18 countries around the world. Each chapter is written by a local expert and details the history and context of fundraising for the country, local and global economic factors, legal and fiscal practices, sources of funding, and what fundraising practices are considered acceptable by the culture and government.

The Legislative Labyrinth: A Map for Not-for-Profits

Walter P. Pidgeon, Jr., Ph.D., CFRE

ISBN 0-471-40069-6

Currently, only a fraction of the nonprofit community takes advantage of the legislative process in representing their members and furthering its missions. Nonprofits are missing a significant way to fulfill their mission of gaining visibility and attracting new members and funding sources. This book answers the questions of nonprofits thinking of starting a lobbying program.

The Nonprofit Handbook: Fundraising, Third Edition

James M. Greenfield, ACFRE, FAHP

ISBN 0-471-40304-0

The third edition of this invaluable handbook provides a complete overview of the entire development function, from management and strategic planning to hands-on, practical guidance for the various kinds of fundraising. Written by leading fundraising professionals, edited by James M. Greenfield, this invaluable resource brings together more than 40 contributors who are vanguard experts and professionals in the field of fundraising.

Nonprofit Investment Policies: Practical Steps for Growing Charitable Funds

Robert P. Fry, Jr., Esq.

ISBN 0-471-17887-X

Written in plain English by an investment manager who specializes in nonprofit organizations, *Nonprofit Investment Policies* explores the unique characteristics of nonprofit investing. Covered topics include endowment management, planned gift assets, socially responsible investing, and more. This book includes charts and graphs to illustrate complex investment concepts, tables and checklists to guide nonprofit managers in decision making, and case studies of organizations of various sizes to show how to successfully develop and implement investment policies.

The NSFRE Fund-Raising Dictionary

ISBN 0-471-14916-0

Developed by NSFRE experts, this book provides clear and concise definitions for nearly 1,400 key fundraising and related nonprofit terms—from development and accounting to marketing and public relations. It also offers additional resource material, including a suggested bibliography.

Planned Giving Simplified: The Gift, the Giver, and the Gift Planner

Robert F. Sharpe, Sr.

ISBN 0-471-16674-X

This resource, written by a well-known veteran of planned giving, is a down-to-earth introduction to the complex world of planned giving, a sophisticated fundraising strategy that involves big money, complex tax laws, and delicate personal politics. This book shows charities, and in particular the charities' planned givers, how to understand the process—both the administration of planned gifts as well as the spirit of giving.

The Universal Benefits of Volunteering

Walter P. Pidgeon, Jr., Ph.D., CFRE

ISBN 0-471-18505-1

Volunteering is good for nonprofits, individuals, and corporations because it builds strong interpersonal and professional skills that carry over into all sectors. A concise, hands-on guide to maximizing the use of business professionals in the nonprofit volunteer context, this workbook is a vital resource for all those involved in volunteering efforts. Included is a disk with all the worksheets and model documents needed to establish effective, successful, and ongoing volunteer programs.



About the Author

Janice Gow Pettey, CFRE, is the executive director of the Sacramento Regional Foundation (California). She has been a fundraiser for more than 22 years, working for the American Red Cross, YMCA of San Francisco, and the United Way of the Bay Area. Ms. Pettey is an adjunct professor at the University of San Francisco, where she teaches fundraising and philanthropy courses through the Institute of Nonprofit Organization Management. She is a member of the AFP Ethics Committee, and has served on the national AFP board and the Foundation board, and has chaired the Diversity Committee. She is a nationally known speaker and trainer on the subject of diversity and philanthropy. A graduate of Park University (Kansas City, Missouri), Ms. Pettey attended graduate school at Colorado State University. She is a returned Peace Corps volunteer (Korea). She is on the boards of the San Francisco Public Library Foundation and the United Religions Initiative, and has served on the boards of many other community agencies. A third-generation Chinese American, Ms. Pettey lives in San Francisco and Sacramento. She and her husband have three sons.



About the Contributing Authors

Michael Edell has more than 20-years experience in executive management and direction on the front lines of community health education, outreach, and research. He received his master's degree in Human Resources and Organization Development from the University of San Francisco, where he now serves as adjunct professor for its Institute for Nonprofit Organization Management. Michael managed national health information and referral hotlines for the American Social Health Association, including the National AIDS Hotline, STD National Hotline, and Herpes Resource Center Hotline. He managed a community-based infectious diseases clinic for the County of San Mateo, and is currently the executive director for ACRC—a leading Northern California clinical and behavioral research center. Under his direction, ACRC participated in more than 150 clinical trials, which led to FDA approval of more than 20 treatments and devices to fight HIV/AIDS. He is also a well-respected health educator known for developing innovative, grassroots education and outreach programs that focus on empowering traditionally underserved communities.

Samuel N. Gough, Jr., CFRE, a principal with the AFRAM Group, a full-service development firm, is a senior professional with more than 34 years' development experience. Having retired from his alma mater, Howard University, after serving more than 22 years in various advancement positions, he has been a special assistant to the president for development at the National Council of Negro Women, deputy director of development for the Children's Defense Fund, project director for the National Society of Fund Raising Executives, consultant to the Center for Policy Alternatives, and director of development for the Thelonious Monk Institute of Jazz.

ABOUT THE CONTRIBUTING AUTHORS XI

He guided the direction of volunteer boards, both as a member of several boards and as a professional employed for that purpose. He managed and supervised annual alumni campaigns and planned giving programs, prospect research and records management, mail and telemarketing programs, and special Ford Foundation–supported programs. He also directed programs, staff, and budgets in university advancement and other nonprofit organizations. He directed Howard University to the conclusion its One Hundred Million Dollar Campaign.

Mr. Gough also is a graduate of the Harvard University Institute for Educational Management, in addition to the dozens of other educational programs in which he has participated as mentor, teacher, and student. He is a founding member of the Association of Fund Raising Officers (AFRO, Inc.). The D.C. Chapter of the National Society of Fund Raising Executives recognized him as the Outstanding Fund Raising Professional in 1992. He is listed in the Year 2001 edition of *Who's Who in America*.

Patrick J. Heryford is assistant director for Corporate and Foundation Relations at the University of San Francisco (USF), a Catholic Jesuit institution. He has worked in the nonprofit sector for six years, predominantly in Roman Catholic organizations. He is currently completing a master's in Nonprofit Administration at USF's Institute for Nonprofit Organization Management.

Prudence Precourt, Ph.D., is vice-president for development at the Experimental Aircraft Association (EAA) Foundation in Oshkosh, Wisconsin. Working together with the EAA, the Foundation preserves the heritage of aviation and reaches out to members and the public alike, bringing aviation-themed science, math, and technology education to students in the classroom, in onsite residential programs, and through distance learning opportunities. With an earned Ph.D. in cultural anthropology and more than 26 years of fundraising experience, she frequently writes and speaks about the issues involved in applying best practices in fundraising to special and diverse groups. Dr. Precourt comes from a family of diverse heritage that includes First Nations people.

Rolando Damian Rodriguez, CFRE, has served for the past nine years as executive director of the Jackson Memorial Foundation, a nonprofit organization dedicated exclusively to raising funds for Jackson Memorial Hospital, one of the largest teaching hospitals in the nation.

XII ABOUT THE CONTRIBUTING AUTHORS

Under his direction, the start-up foundation has developed a number of major projects, including raising \$28 million for the creation of the Ryder Trauma Center and more than \$13 million for the development of Jackson's children's hospital, named the Holtz Center for Maternal & Child Health.

Prior to his arrival at Jackson Memorial Foundation, Mr. Rodriguez spent five years with the Catholic Health and Rehabilitation Foundation, an archdiocesan agency created under his guidance to develop and support a variety of health and elderly care programs in South Florida. He was responsible for the development and funding of Genesis, one of the first comprehensive residential AIDS programs in the nation.

Mr. Rodriguez has been active on local and national levels of the National Society of Fund Raising Executives, having served as president of the local chapter in 1991. Nationally, he was the first Hispanic American to serve on NSFRE national committees and boards, and recently completed his second term on the NSFRE Foundation Board. He has been highly involved in developing diversity efforts aimed at attracting and training more minority fundraising professionals. His latest challenge has been to help foster the development of philanthropy and the fundraising profession in Mexico, including serving as visiting faculty for fundraising courses in Mexico City and Tijuana.

Locally, Mr. Rodriguez serves on the advisory boards for Actor's Playhouse in Coral Gables, is a leadership mentor in the Kellogg Foundation/Dade Community Foundation's Fellowship Program, served as the 2000 chairman of the Greater Miami Chamber's Cutting Edge Award program and is 2001 co-chair of the Chamber's Children's Health Initiative, serves as a board member of the South Florida Leave a Legacy Program and co-chair of its 2001 "Donor Next Door" luncheon, and is involved in civic activities in his home city of Miami Beach through service on various city committees.

Born in Havana, Cuba, Mr. Rodriguez grew up on Miami Beach, where he currently resides. He has B.A. and M.S. degrees in Community Psychology, is married to Patricia Caballero, and has three children, Nicholas, Lauren, and Marcelo.

Norman Sullivan was awarded a Ph.D. in anthropology from the University of Toronto and is an associate professor at Marquette University.

ABOUT THE CONTRIBUTING AUTHORS XIII

His area of expertise is in the study of population structure in traditional and small-scale societies. He has published two monographs on the demographic consequences of European contact with native peoples and numerous articles and presentations on diseases in prehistoric communities. His current research is concerned with the biological experience of immigrant communities during the late nineteenth century. Dr. Sullivan is the owner of two small cats and two large dogs.



Acknowledgments

I wish to thank the Association of Fundraising Professionals (AFP) for enriching my interest in the area of diversity and philanthropy. Specific thanks go to AFP's Publishing Advisory Council; to the Research Council for their generous grant; to the Diversity Committees I worked with, especially former committee members Sam Gough, Prue Precourt, and Rolando Rodriguez, who are contributing authors to this book, and to colleagues too numerous to mention who agreed to answer interviews and who have supported me in this effort. Thanks to Lori Gusdorf, senior director at AFP, Jan Alfieri, manager, AFP Resource Center, and to Ruby Love, who first encouraged me to chair AFP's Diversity Committee.

I am also grateful to those many scholars, researchers, and professionals whose earlier works add substantially to this book. Thank you to the Council on Foundations for "Cultures of Caring" and to those authors whose research is cited—Joanne Scanlan, Mindy Berry, Jessica Chao, Henry Ramos, and Mary-Frances Winters.

I am grateful to those historians whose works are cited in this book: Sucheng Chan, John Hope Franklin, Manuel E. Gonzales, Harry H. L. Kintano, Karen Leonard, Alfred E. Moss, Jr., Himilce Novas, Ronald Takaki, and Gordon Willey.

My gratitude, to the University of San Francisco, and to Mike Cortés, director of the Institute for Nonprofit Organization Management at USF, for offering the support of the Gleeson Library. Thanks to Patrick Heryford of USF, colleague and former student, for diligent research and for skilled writing and editing. USF colleague Michael Edell wrote the case study "Our Turn" and provided guidance and input on the definition of culture

ACKNOWLEDGMENTS XV

and ethnicity. My grateful appreciation to Mike Zimmerman for his thoughtful edits of the Asian American chapters. Norman Sullivan, associate professor of anthropology, Marquette University (WI), authored the discussion paper on anthropology and the concept of race.

Earlier works done by Bradford Smith and Sylvia Shue in *Philanthropy in Communities of Color*, and Stella Shao in “Asian American Giving Issues: A Practitioner’s Perspective” in *New Directions for Philanthropic Fundraising*, No. 8 (Summer 1995), are acknowledged for their valuable studies on the subject of diversity in the philanthropic sector.

I wish to acknowledge the wisdom and generosity of all those who have shared their experiences as philanthropists and fundraising practitioners representing diverse cultures. My heart is filled with gratitude for enriching my cultural awareness. From every diversity workshop, seminar, or conference where I’ve presented has come a greater understanding of diversity, learned from so many of the attendees. Particular thanks to those colleagues who participated in the interviews and so willingly and eloquently shared their philanthropic history, customs, and practices.

I offer my grateful appreciation to Susan McDermott, Martha Cooley, and Sujin Hong, my editors at Wiley, for their encouragement and advice.

Finally, thanks to Jen Orr for reassurance and e-mail diversions offered during the writing of this book. To aforementioned Sam Gough, Prue Precourt, Patrick Heryford, and Michael Edell, who wrote, read, edited, advised, and encouraged me throughout—my grateful thanks. And to my husband, Marv, and our sons, Jonathan, Matthew, and Marvin Aaron, for their support and patience—thank you.



Contents

PREFACE	XIX
INTRODUCTION	XX
Diversity	xxiii
2000 Census	xxvii
CHAPTER 1	I
African Americans	I
Introduction	1
African History	2
African-American Cultural Giving Patterns	9
Current State of African-American Philanthropy	11
African Americans Today	12
CHAPTER 2	15
Asian Americans	15
Introduction	15
Overview	18
Chinese-American History	23
Filipino-American History	26
Japanese-American History	29
Korean-American History	33
South Asian-American History	35
Cutural Giving Patterns	37
Traditions of Giving and Sharing Among Chinese Americans	38
Traditions of Giving and Sharing Among Filipino Americans	40
Traditions of Giving and Sharing Among Japanese Americans	43
Traditions of Giving and Sharing Among Korean Americans	48
Traditions of Giving and Sharing Among South Asians	52
Pacific Islanders	55
Asian-American Growth Patterns	55

CONTENTS xviii

CHAPTER 3	Hispanic/Latino Americans	59
	Cuban-American History	59
	Dominican-American History	61
	Salvadoran-American History	63
	Mexican-American History	64
	History of Puerto Ricans in the United States	70
	Traditions of Giving and Sharing Among Hispanics/Latinos	73
	Guatemalans and Salvadorans	75
	Hispanic/Latino Demographics	76
CHAPTER 4	Native Americans	79
	History of Native Americans in the United States	79
	Traditions of Giving and Sharing Among Native Americans	86
	Native American Demographics	91
CHAPTER 5	Diverse Fundraising and Philanthropy Today	95
	African-American Philanthropy	95
	Recent Research on Asian-American Giving Patterns	108
	Hispanics/Latinos and Fundraising	114
	Native Americans and Fundraising	122
CHAPTER 6	Challenges and Opportunities of Diversity in Philanthropy Today	129
	Recognition	129
	Examples of Fundraising in Diverse Communities	132
	Corporate Grant-Making to Racial Ethnic Communities	134
	Remittances	147
CHAPTER 7	Interviews: Influences on Giving	153
	Summary of Interviews	153
	Interview Questions	155
	Family Giving Patterns	157
	Cultural Giving Patterns	167
	Personal Giving Patterns	185
CHAPTER 8	Case Studies	191
	The Elephant in <i>Our Tum's</i> Living Room (by Michael L. Edell)	192
	A Capital Campaign for a Roman Catholic Chinese School (by Anonymous)	197
	Sisters of African Descent (by Samuel N. Gough, Jr.)	204
	Insider-Outsider: Major Gift Fundraising Among Some First Nations People (by Prudence S. Precourt, Ph.D., CFRE)	209
	Involving Cuban Americans in South Florida Charities (by Rolando D. Rodriguez, CFRE)	218

XVIII CONTENTS

	Successful Fundraising for India's 5-H Program (edited by Janice Gow Pettey, CFRE)	226
APPENDIX A	Population by Race and Hispanic Origin, for the United States, Regions, Divisions, and States, and for Puerto Rico, 2000	229
APPENDIX B	Population by Race and Hispanic Origin, for All Ages and for 18 Years and Over, 2000	232
APPENDIX C	Population by Race, Including Combinations of Two Races, 2000	234
APPENDIX D	Population by Race with Comparisons, 2000	236
APPENDIX E	Difference in Population by Race and Hispanic Origin, 1990 to 2000	239
APPENDIX F	States Ranked by Population, 2000	242
APPENDIX G	States Ranked by Percent Population Change, 1990 to 2000	244
APPENDIX H	Anthropology and the Concept of Race (by Norman C. Sullivan)	246
NOTES		252
GLOSSARY OF RACIAL/ETHNIC TERMS		258
BIBLIOGRAPHY		261
INDEX		267



Preface

We cannot live for ourselves alone. Our lives are connected by a thousand invisible threads, and along these sympathetic fibers, our actions run as causes and return to use as results.

—Herman Melville

C*ultivating Diversity in Fundraising* is a source book, a collection of strategies and successes for fundraising among the four largest racial/ethnic minority groups in the United States. This book offers a review of history and customs, necessary to increase effective philanthropy in diverse communities. It is about people, and the intent is to stimulate further dialog based on research, discussion, and practice.

Those who have contributed to this book along with the author bring individual perspectives on diversity and philanthropy. The content of the book is the responsibility of the author; the message of the book is that we share in the responsibility for shaping philanthropic practices that embrace sensitivity to those we call our donors and prospects.

Some of the perspectives contained in this book reflect pain, others pride, but all are connected by the fiber of hope. It is with that sense of hope that this book is written.

JGP
San Francisco, CA



Introduction

A story is told about a southern gentleman who owned a grove of beautiful oak trees. Well established and much admired, these oak trees were a source of great pride. On a trip to another part of the country, the man discovered peach trees. Taken with their lovely blossoms and sweet fruit, he decided that peaches would be a good addition to his grove. Because the grove was filled with oaks, he decided to graft a peach branch onto an existing oak. He studied grafting, soil and climate conditions, and carefully grafted a peach branch onto one of his oak trees. He tended to the grafted tree and patiently waited for the fruits of his work. Spring came and passed, and there was no sign of peach blossoms on the oak tree. After repeated attempts, the man finally admitted that his efforts to graft a fruit tree onto an oak were futile.

Philanthropy in America is well cultivated and bears deep roots. These philanthropic practices as they are known to us have evolved through the growth of the nation reflecting the traditions and interests of the early settlers. The increasing numbers of racially and ethnically diverse people living in the United States now gives us the opportunity to develop new and distinct forms of philanthropy. Our fields of philanthropy will be enriched through the cultivation and appreciation of diversity yielding promise for generations to come.

Scores of books have been written on fundraising theory and techniques, not to mention the voluminous number of articles in professional journals. From Henry Rosso, Jim Greenfield, Jerold Panas, and Harold Seymour, among many others, we are taught the best practices in fundraising. Books specific to major gifts, planned giving, capital campaigns, and special events

are accepted as necessary tools for those in the profession. Judith Nichols and others have provided us with current demographic information to assist us in our work. Sandra Shaw and Martha Taylor, in their book *Reinventing Fundraising*, have addressed the subject of women in philanthropy. The history of philanthropy has been well chronicled by Robert Bremner in *Giving* and *American Philanthropy*. Robert Payton, in *Philanthropy Voluntary Action for the Public Good*, has enriched our knowledge of the foundation of our work—philanthropic motivation. The subject of ethics in fundraising is both timely and necessary, and Albert Anderson in *Ethics for Fundraisers* and Marilyn Fischer in *Ethical Decision Making in Fund Raising* address this critical component of fundraising.

We are fortunate to have a growing body of research and literature on racial/ethnic traditions in philanthropy. The 1999 study *Cultures of Caring* produced by the Council on Foundations covers in detail the issue of motivation for major donors in African American, Asian American/Pacific Islander, Hispanic/Latino, and Native American communities. Each section of this thorough report was researched and written by a professional with strong ties to the specific community. This report is available from the Council on Foundations. A book originally produced as a study sponsored by the University of San Francisco, and published in 1999 by the Indiana University Press, *Philanthropy in Communities of Color* by Bradford Smith, Sylvia Shue, Jennifer Lisa Vest, and Joseph Villarreal, is a cross-cultural ethnography focused on giving and volunteering in eight communities of color in the San Francisco Bay Area. In his book *Remaking America*, James Joseph looks at the benevolent traditions of culturally diverse Americans and the transforming effect these traditions have on our national life.

None of these works, however, merges the elements of history, tradition, and motivation with the components of successful fundraising within and among diverse communities. We are left to piece together the available data on demographics, history and traditions, and cultural patterns to assemble some understanding of what is necessary and appropriate to both fundraise and increase philanthropic awareness in racially and ethnically diverse communities.

Cultivating Diversity in Fundraising is written as an introduction for those who are interested in fundraising in diverse communities. The purpose of this book is to provide an overview in cultivating successful fundraising and an enhanced understanding of philanthropic motivation in four selected

XXII INTRODUCTION

racial/ethnic populations—African American, Asian American (Chinese, Filipino, Japanese, Korean, and South Asian), Hispanic/Latino (Cuban, Dominican, Salvadoran, Mexican, and Puerto Rican), and Native American. The book is organized in several sections, including an overview of the history and immigration for each population; cultural traditions; recent demographic data; a review of fundraising practices; and highlights of philanthropic practice from within each population. Case studies with discussion questions are included to promote further discussion and insight into specific components of diversity in fundraising. They are written by professionals with first hand experience in fundraising among diverse populations. This book responds to the following questions:

- Who are diverse donors?
- What are their charitable traditions and interests?
- What fundraising methods will be successful in diverse communities?
- What can we do to include more diversity in our fundraising efforts?

Fundraisers work in an ever-changing environment, and we are called upon to address future challenges while responding to current needs. The fast-moving population changes in America require thoughtfulness and creativity from fundraisers in order for the nonprofit sector to remain balanced in delivering services and securing funding constituencies. Creating a vibrant and expanded nonprofit sector is possible through individual and collective effort. Raising more money from diverse communities is the by-product of successful collaborations, understanding, and respect of differences. People will support what they help create.

A portion of this book brings to question the issue of racial and ethnic classifications. What are the characteristics that define race and ethnicity? How many races are there, and what are they? What are the generic and cultural differences between people?

The Association of Fundraising Professionals (AFP) defines diversity as “the state of being different among others.” By definition, diversity is limitless, and an understanding of the diversity of religious preference, racial/ethnic populations, lifestyle, economic level, education, gender, and age will add to our understanding of prospects, donors, and philanthropists. All of this is required for successful cultivation of diversity in the field of philanthropy and fundraising.

DIVERSITY

There is an abiding need to recognize the value of cultivating diversity in the field of philanthropy as in every other aspect of our national lives. Demographics alone validate this need. In the year 2000, the state of California was the first state to become a “minority majority.” The “minority” population is greater than non-Hispanic white Californians. It is expected that Texas will become the second “minority majority” state in 2001. Demographers forecast that the population of the United States will become a majority population of “minorities” by the middle of the twenty-first century. Historically, most of the population growth from Asian Pacific Islanders and Latinos resulted from immigration. Now for the first time, the birth rate is the leading factor in the increased numbers of Latinos and Asians. The white population is aging and having fewer children, while Latinos and Asians are younger and are bearing more children.

From an article “American Dreamers” in *U.S. News and World Report* comes this comparison: “We are not in a wholly new place in American history. We’ve been here before.”¹ The article compares the status of African Americans in 2000 to that of the Irish Americans in 1900. Both Irish Catholic immigrants and blacks who left the South in the 1940s were denied by law and custom certain rights and economic privileges afforded others. Both groups had high rates of crime and substance abuse, both produced large numbers of police. Both performed poorly economically and excelled in politics. Both groups participated in riots, and both groups were subjected to discrimination. Both had strong ties to their churches. “Slowly Irish crime fell and incomes rose, by the 1950s to above the national average. Blacks are moving in the same direction. Crime was sharply down in the 1990s and . . . black incomes have been rising so that now two-parent black families have incomes about equal to two-parent white families with similar levels of educational achievement.”²

Fundraising as it is practiced today will not be as effective without attention to the needs and interests of our changing population. We don’t need to look far to find ways to enhance our fundraising sensitivities. It is a fundamental matter of willingness to learn and adapt. In “Respecting the Individual, Valuing Diversity,” Marilyn Fischer writes:

To overlook traditions of giving in ethnic communities while collecting data on philanthropy is to impose cultural patterns of the dominant society

XXIV INTRODUCTION

on communities where these do not fit. When giving through voluntary organizations is assumed to be normal and definitional, rather than as “one” way of being philanthropic, other patterns are judged deficient or not even seen.³

I agree with Fischer and others who defend the significance of “informal giving” practiced by many ethnic groups, yet not documented or counted in so many surveys measuring time and money given to charitable organizations. In a report issued by the University of San Francisco, Michael O’Neill and William L. Roberts note the “disparity between the findings of survey research on minority giving and volunteering and qualitative studies of this issue.” O’Neill and Roberts state, “The latter report extensive and diverse charitable behavior in communities of color, but the former report levels of giving and volunteering substantially below those of whites.”⁴

Among the challenges in creating successful models of fundraising in diverse communities is one of definition. AFP’s definition of diversity is “the quality or state of being different.”⁵

To cite a personal example, my experiences as a Peace Corps volunteer prompted my personal interest in diversity. I was sent to Korea as a public health worker in an isolated fishing village where I was the only American for miles. The program was designed for pairs of volunteers to develop health clinics in the rural Korea of the late 1960s. I was assigned alone, in a particularly isolated area with no paved roads, electricity, or plumbing. There was only one phone in the village, which worked occasionally. I knew I did not earn this assignment because of my Korean language skills, as I had, at best, a marginal grasp of the language. It was not because I possessed technical public health skills, as my degree was in American Literature. It might have had more to do with appearance—an Asian in an Asian country. Korean society, particularly rural Korea at that time, was male dominated and very traditional. This was not a situation where a Chinese-American female could easily and effectively lead others without establishing mutual trust, understanding, and acceptance.

In *Remaking America* author James Joseph says, “the theologian Reinhold Niebuhr suggested that the chief cause of our inhumanity to each other is the tendency to set up ‘we’ groups and to place them over and against ‘they’ groups that we assume are outside the pale of our community.”⁶ Mr. Joseph goes on to suggest, “Whatever cohesion early Americans enjoyed, much of it was based on mutual respect. And that, not surprisingly, is today’s

INTRODUCTION XXV

missing element. Unless mutual respect is restored, the American society will continue to unravel. . . . Few Americans are aware of the extent to which voluntary groups provided a means of economic survival for racial minorities and helped them to make sense of their realities by serving as vehicles for self-help, social cohesion, and a positive group identity.”⁷ We can and should be proud of the American contributions to the field of philanthropy; but we must not ignore the legacies of the benevolent societies created by Chinese immigrants in the 1800s, or the impact of organized religion on philanthropy evidenced by the acts of charity practiced in African-American churches throughout the South during the same time. Philanthropy has a rich heritage, which, if studied and practiced, would only strengthen the fundraising profession. Organizations with interest in the successful cultivation of diverse donor relationships will benefit from enriched understanding and appreciation of others’ cultural, ethnic, religious, and other practices. Fundraisers with an enhanced awareness and empathy for other cultures and lifestyles will assist in cultivating that field of philanthropy that thrives on diversity.

Oseola McCarty, the Mississippi laundress turned philanthropist in 1995, was somewhat amazed at the fuss made over her gift to a university she never attended. She inspired many with the generous donation of her life savings, \$150,000, to the University of Southern Mississippi. This was not the largest donation the school had ever received, but what distinguished this gift from others was that she had saved the money over the course of a lifetime from her modest earnings ironing other people’s laundry. Ms. McCarty had no family to inherit her nest egg, so she chose USM because she herself had dropped out of high school to take care of her family. She wanted to give youth of limited means the opportunity to go to college. Her gift is being used for scholarships. Interviewed by many, her response was modest. She just wanted to help. “I just want the scholarship to go to some child who needs it, to whoever is not able to help their children. I’m too old to get an education, but they can.”⁸

In my career as a fundraiser, I worked for a disaster relief organization, assisting at several large disasters. It was energizing to see the philanthropic spirit of the many diverse ethnic groups in Guam following a major typhoon. Their approach was culturally appropriate and successful. There was support for one another without sacrificing individuality. Neighborhood fiestas—we would call them potlucks—created to support one another, and

XXVI INTRODUCTION

the practice of neighbor helping neighbor, are examples of a comfortable blending of customs used for charitable ends. I have learned to wear the shoes of the residents of the communities I am in, as it is their footprints that will lead the way to successful fundraising.

In choosing to work as fundraisers, we are expected to raise the money, serve as effective administrators, be good with numbers, communicate well, and serve as faithful stewards of the gifts and grants that our organizations receive. Good social work skills can come in handy, too. I believe it is the soul of fundraising that makes the difference. Arthur Frantzreb says this about philanthropy: “The word *philanthropy* has its roots in the Greek language meaning ‘love for mankind.’ It was never meant to apply only to donors of thousands or millions of dollars.” John Gardner’s analogy of giving in America being a Mississippi River of small gifts suggests that this flow of generosity comes from many sources composed of large and small gifts, from major donors to those who give less, yet equal in compassion.

The opportunities that exist for us to increase the numbers of donors among diverse constituencies are at the same time challenging and necessary. First, we must understand each other better, and be prepared to learn from others, including those from other cultures that have practiced philanthropy longer than the United States has been a nation.

Evidence that our efforts to support diversity and inclusiveness in fundraising are apparent, but one has only to look at the lack of diversity within the fundraising profession to understand the challenge. The number of diverse fundraisers has not changed significantly in the last 10 years, and yet we are looking at an increasingly diverse donor prospect base. Fundraising in the United States has mainly been driven by Western traditions that have shaped philanthropy. It is time for us to broaden our understanding of philanthropic motivation by learning from all those we wish to engage.

What can we do to successfully embrace diversity and overcome the challenges of isolation, myth, and perception? We need to continue to move from isolation to collaboration. Albert Schweitzer said, “Only those who respect the personality of others can be of real use to them.” Myth and perception will continue to challenge us as long as we choose to apply general behavioral responses to unique situations. As we grow in our ability to learn from each other, myth and perception will be replaced by knowledge that comes from experiential learning. People will support what they help create.

We are all diverse. As you read this book, consider the implications for cultivating diversity and inclusiveness in fundraising. Successful diverse philanthropic efforts will be more than institutional, value-added opportunities designed to raise more money. It will be what Roosevelt Thomas, an organizational expert on diversity in the workplace, refers to as the changing of the “root culture” that will ensure our ability to cultivate diversity in the field of philanthropy.

2000 CENSUS

The U.S. federal government requires a census every 10 years. The 2000 Census included for the first time the opportunity for selection of one or more race categories to indicate racial identity. For the first time, a person could choose from 63 combinations. The government considers race and Hispanic origin to be separate and distinct (see Exhibit I-1). For Census 2000, the questions on race and Hispanic origin were asked of every individual living in the United States. The question on Hispanic origin asked

**EXHIBIT I-1 CENSUS SELECTION BY RACE
AND HISPANIC ORIGIN, 2000**

Selection	Number	Percent
RACE		
Total population	281,421,906	100.0
One race	274,595,678	97.6
White	211,460,626	75.1
Black or African American	34,658,190	12.3
American Indian and Alaska Native	2,475,956	0.9
Asian	10,242,998	3.6
Native Hawaiian and Other Pacific Islander	398,835	0.1
Some other race	15,359,073	5.5
Two or more races	6,826,228	2.4
HISPANIC OR LATINO		
Total population	281,421,906	100.0
Hispanic or Latino	35,305,818	12.5
Not Hispanic or Latino	246,116,088	87.5

Source: U.S. Census Bureau, Census 2000 Redistricting (Public Law 94-171) Summary File, Table PL1 and PL2.

XXVIII INTRODUCTION

respondents if they were Spanish, Hispanic, or Latino. The question on race asked respondents to report the race or races they considered themselves to be. Hispanic or Latino is a cultural classification, not a race or ethnic distinction. There are Hispanics and Latinos who have European, African, and/or Asian backgrounds.

How are the race categories used in Census 2000 defined?

- *White* refers to people having origins in any of the original peoples of Europe, the Middle East, or North Africa. It includes people who indicated their race or races as “White” or wrote in entries such as Irish, German, Italian, Lebanese, Near Easterner, Arab, or Polish.
- *Black or African American* refers to people having origins in any of the black racial groups of Africa. It includes people who indicated their race or races as “Black, African Am[erican] or Negro,” or wrote in entries such as African American, Afro-American, Nigerian, or Haitian.
- *American Indian and Alaska Native* refers to people having origins in any of the original peoples of North and South America (including Central America), and who maintain tribal affiliation or community attachment. It includes people who indicated their race or races by marking this category or writing in their principal or enrolled tribe, such as Rosebud, Sioux, Chippewa, or Navajo.
- *Asian* refers to people having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent. It includes people who indicated their race or races as “Asian Indian,” “Chinese,” “Filipino,” “Korean,” “Japanese,” “Vietnamese,” or “Other Asian,” or wrote in entries such as Burmese, Hmong, Pakistani, or Thai.
- *Native Hawaiian and Other Pacific Islander* refers to people tracing ancestry to the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands. It includes people who indicated their race or races as “Native Hawaiian,” “Guamanian, or Chamorro,” “Samoan,” or “Other Pacific Islander,” or wrote in entries such as Tahitian or Mariana Islander.
- *Some other race* was included in Census 2000 for respondents who were unable to identify with the five race categories. Respondents who provided write-in entries such as Moroccan, South African Belizean, or a Hispanic origin (for example, Mexican, Puerto Rican, or Cuban) are included in the “Some Other Race” category.⁹

INTRODUCTION XXIX

Initial summaries of Census 2000 became available in Spring 2001; some highlights follow. Selected charts on racial/ethnic census shifts can be found in the appendices.

- There are more than 281 million people living in the United States, an increase of 13 percent, or nearly 33 million, from 1990. That surpassed the previous 10-year growth record of 28 million between 1950 and 1960, the post–World War II baby boom.
- Metropolitan areas in the South and West experienced the biggest percentage increases, led by an 83 percent growth in Las Vegas.
- Three metropolitan areas in Texas are among the 10 fastest growing. Two of them—McAllen–Edinburg–Mission and Laredo—are on the U.S.–Mexico border. The third—Austin–San Marcos—is within an economically booming central Texas corridor that includes Dallas.
- Much of the population gain in 2000 was due to higher-than-expected birth rates, especially among Hispanics.
- Retirees account for population increases in fast-growing metropolitan areas, such as Naples, Florida, which saw a 65 percent increase over the last decade.

