

THE FIRST MONDAY REPORT

Thoughts on Fundraising for Campus Ministry

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Struggling with Fundraising and Leadership

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“It must be underscored that it is the reflection on one’s own experience of leadership failure that is the essential, vital feature of this leadership formation process.”

Sharon Daloz Parks in Leadership Can Be Taught.

Remember the two books we got last year in June as gifts to LCM staff at our 100th Anniversary conference and celebration? Well, I finally picked up *Leadership Can Be Taught* by Sharon Daloz Parks this spring and was struck by how applicable the above quote is to what I’m about to share with you in this First Monday Report..

First, its important to say how blessed I have been as a campus pastor at my site, the University of Colorado, Boulder, to have had a predecessor (Gordon Ward) who did all the critical “spade work” of fundraising and development before I arrived here in the fall of 1996.

In place was a sizable “alumni and friends” database, financial support from a little over half of our conference congregations, a newsletter to alumni and friends, and a tradition of an annual appeal. I also inherited two endowments: one unrestricted and the other created out of the tragic death of a student, whose parents donated her college tuition to form an endowment to help pay for student travel to LSM events and conferences.

So, by anyone’s standards, as a campus pastor, all I had to do was to continue the good work already begun, so I have tried to do this over the past 12 years. Despite having a number of successes in our ministry (10 out of 12 congregations support us now, a successful 60th Anniversary Endowment campaign which pushed our main endowment fund over the \$100,000 mark, etc.) I have struggled with: (a) finding the time and energy to solicit major donors consistently; (b) deepening congregational involvement and ownership of our ministry; and (c) fundamentally, the lack of an “overall plan” for fundraising development at our site.

I’m organized enough (or anal some would say), to wish for the ability to schedule in, for example, a certain amount of donor visits in the first quarter of a given year. Or to have a multi-pronged strategy for congregations to get more involved with LCM beyond what we’re currently doing. Last year, at the behest of an outgoing board chair, we even came up with a plan of several areas of greater involvement for our board members to spend an extra hour or two on between our every other month meetings. This included areas such as fundraising help, archiving our historical documents, inviting churches to help with Sunday suppers, etc.

After describing and discussing this for two prior meetings, at last month's meeting I finally got smart enough to realize that "passive resistance" was happening and frankly asked my board if they wanted to do this "stuff" to which they said, "No thank you, they really don't have the time." They would be willing to help with occasional big projects to help out the ministry, but serving on the board was the limit at this point. This may sound familiar to some of you. While I'm describing a recent development, it does have an impact on the "volunteer environment" of a site and our volunteer resource base, which has been, and continues to be, an issue.

So, out of my own frustration in this general area of fundraising planning, and at the urging of my then board chair, a former IBM executive, I convened a small task force over three years ago to consider developing an overall comprehensive plan for fundraising at our site. We met at least monthly for about a year and a half, brainstormed, discussed, plotted, and strategized. I kept the group small and selected a former board president and her spouse (longtime supporters of our ministry and good strategic thinkers), my board chair at the time, mentioned above, my predecessor, Gordon Ward, and myself. They kept after me with questions and a variety of ideas. We finally reached a place where we could produce a document. We decided that a different group was needed to create an implementation timeline for this document and so the Task Force's work was completed.

Part of our planning included discussions around the number of donors in our data base, levels of current congregational history with our ministry and historical support patterns, levels (or lack thereof) of student activity, etc. We thoroughly considered everything we could think of, and although in some ways our plan is an "obvious" document, it helped us to put everything in one place for future reflection and planning.

And now....drum roll please....is where we come to the "**leadership failure**" part. During and after our production of this document, we faced two years of "big events"--our site's 60th Anniversary Dinner and Dance, a Wine Tasting and Silent Auction fundraiser for sending our students to Taize, and finally the joint 100th Anniversary Celebration of LCM in Colorado. Along with other friends and alumni, I was engaged in all of these events, and so implementing the fundraising plan just didn't happen. Then, as previously mentioned, the board did not wish to engage in continuing this fundraising plan, and I just didn't get names from current board members of folks who might help with this process going forward.

So, what's happened with the planning document so far? We have shared it with all of the other sites in our synod and now I'm sharing it with you. Obviously some of it is site specific, so use whatever pieces of it you might find helpful. I'm still trying to find the energy and some new sense of how to approach creating another small group to set the timeline and help with implementation. By God's grace and the wonderful help of others we've come this far, and using Park's schema, if I can engage in some "artistic leadership" my hope is that we will get much farther with this process to the benefit of this site and our students and supporters.

I continue to be grateful for all of you, my colleagues, and the wisdom you have shared with me in so many areas over the years.

Recommendations for Financial Development

Lutheran Campus Ministry, University of Colorado, Boulder

October 1, 2006

The long-term success, and even survival, of LCM at CU, Boulder, depends on thoughtful and energetic action from its local Directing Committee, and from the entire Lutheran community that is currently involved. We expect that the downward trend in Churchwide support of Campus Ministry throughout the country will continue for the foreseeable future. This is because congregational contributions to Churchwide programs continue to decline. The developing financial situation of the ELCA and of the Rocky Mountain Synod are forcing changes in the funding mechanism, and threaten the funding level of the Boulder Ministry in the very near future.

Our local congregations, alumni, parents, and friends have supported our program generously and faithfully so far. These funding sources now become more crucial than ever before for the continuing viability of the Boulder Ministry. Together, we can enable the Ministry to continue to meet the spiritual needs of our students at CU, and to help promote the long-term health of the ELCA, if not its survival. (Thirty to thirty-five percent of ELCA seminary students are former Lutheran Campus Ministry participants.*)

This final report from the Long Range Financial Planning Task Force summarizes the facts as we understand them, and gives some specific recommendations for enhancing our local financial support. This is just a starting point for refinement and action by the Directing Committee and those they appoint to carry out the fund raising program.

1. Financial Environment

- A. The campus pastor's salary and benefits are provided by the Rocky Mountain Synod (RMS) which receives some campus ministry designated funds from the ELCA. The synod Lutheran Campus Ministry (RMSCMC) committee seems to be moving toward a "Grant Funding Model" in which campus ministry professional staff salaries will be only partially covered by combined synodical and churchwide funding.
- B. Local campus ministry sites have been raising their Program budget funds for the last decade through contributions from individual donors, grants, and congregational support.
- C. Ministry opportunities involving University of Colorado (CU) college and high school student interaction, scholarships for student participation in service projects and retreats, and LCM peer minister's outreach programs remain unfunded or under-funded.

D. A three-to-five year funding strategy with implementation recommendations will allow for longer range program planning and provide some sense of security for the CU LCM. **It is the strong opinion of the Long Range Financial Planning Task Force that it is essential for the CU Lutheran Campus Ministry Board and Staff to be proactive now in building additional alumni, friends, student, and congregational support in order to be prepared to replace shrinking churchwide and synodical support for the Boulder LCM. To not do this is to risk the loss of this vital ministry.**

2. Recent History

A. A sixtieth anniversary celebration for the CU LCM was held in the Glenn Miller Ballroom at CU on February 10, 2006. Earlier, major endowment gifts were solicited from select alumni and friends and a three-for-one matching gifts announcement was made at the event. A goal of \$60,000 was established. Some alumni and friends gave permission to list them as honorary fund raising committee in the post-event appeal mailing. A mailing list sign-up sheet was provided at the event. A directory of alumni and friends was included in a “Memory Book,” commemorating the event. The Memory Book with subtitled, “Grounded in Christ, Engaged in the World.” The LCM newsletter and funds solicitation letter with the theme “Ensure Future Faith” was mailed to the alumni and friends database. Thank you letters, phone calls and a Taize CD was sent to donors. This fundraising appeal will continue through 2007.

B. At the May 2006, Synod assembly, resolutions were passed to designate a Lutheran Campus Ministry Sunday in September 2006, to “lift up” LCM to the Rocky Mountain Synod congregations.

3. Actual Ministry Spending/Income 2005

Income

RM Synod/churchwide	\$55,154	66%	The endangered component
Local Congregations	13,141	16%	Opportunities for growth
Alumni, parents, friends	12,827	15%	Opportunities for growth
Student community	1,000	1%	
Interest	2,014	2%	
Endowment Income	0		Withdrawals suspended until the market improves.
Ministry Total	\$84,136	100%	

Off Budget

Endowment contributions \$12, 045 Endowment Balance \$89,252

Expense

Pastor’s Salary and Benefits	\$55,154	65%
Secretary, worship pianist	8,470	10%
Rent, equipment, maintenance	7,604	9%

Student & staff retreat & travel	4,099	5%
Materials, worship, hospitality	1,978	2%
Office supplies & postage	1,679	2%
Printing, copying & publicity	1,884	2%
Telephone & internet	1,147	1%
Fundraising	2,895	4%
Ministry Total	\$84,910	100%

4. Recommendations for action with our funding sources

A. ELCA Rocky Mountain Synod:

The synod campus ministry committee intends to implement the “Grant Funding Model” in 2008. One idea before the Granting Agency Task Force (GAFT) is that RMS would provide a percentage of the campus pastor’s salary and benefits (depending on the site’s success in providing their own funds) and leave the sites to raise the balance of staffing and program funding. Also stated, they don’t want to punish those sites that are more successful at fund raising. Pastor Laurel, as a member of the synodical Campus Ministry Committee and Synod Council, will continue to lobby for equity in the distribution of synodical funds to the campus ministries as well as for adequate synodical support for campus ministry.

Also, the Granting Agency Task Force discussed asking sites for access to their donor lists so that they could solicit each site’s donors for “expanded ministry appeals.” Our committee feels that this would be a violation of our privacy and fiduciary responsibility to our donors. However, we agreed to send out a letter to our donors offering them the opportunity to participate in a special appeal for an expanded ministry project defined by the synod committee, which would protect the privacy of our donor list.

B. Congregations of the Boulder/Broomfield Conference (Atonement, Bethlehem, Christ the Servant, Church of Hope, Cross of Christ, Faith, First, Grace, Mt. Calvary, Rejoice, Shepherd of the Hills, Trinity):

We recommend that Pastor Laurel and her campus ministry board and students should continue to build awareness and ownership of the CU LCM with conference pastors, church boards and parishioners by frequent newsletter, personal, and special event communication. The primary emphasis should be on solidifying and increasing congregational financial support. “Thank you for your continued support” should be an ongoing theme. Some kind of a “Thank You Tree” could be set up in the church narthex of each supporting congregation to acknowledge CM support and to invite additions to the LCM mailing list.

- Through the LCM board member and church pastor, we recommend lobbying to get on the annual budget of each congregation, and for appropriate annual increases in their financial support of LCM.

- Board members could identify those congregations with foundations and assist in developing criteria for requests from the foundations.
- Short student presentations on program activities to congregations could be used to inform congregations and to develop visibility and ownership of LCM with parishioners.
- Board members could personally thank church council members and ask if they can be put on the LCM mailing list for special program updates. A post card quarterly update could be sent to church council members.
- Board members could generate names of potentially interested congregation members to go on our mailing list, e.g. those that have/had kids in college, those that were involved with LCM themselves and CU faculty and staff.
- A LCM news release (LCM Gram?) for inclusion in the congregation's monthly newsletter and update to go on the church's bulletin board will build visibility of LCM with parishioners.

C. Donors, Alumni and Friends:

- Donors should continue to receive appropriate letters, phone calls, visits, and mementos acknowledging their support of LCM.
- Each semi-annual LCM Newsletter can have program updates, financial information (i.e., pie charts showing sources of funds, expense categories and investment earnings), and a donor envelope. Gifts-in-kind could be invited in the newsletter. Perhaps a *quarterly* interval for the LCM Newsletter might be more appropriate.
- The Fort Collins, Greeley and Boulder campus ministries can do a joint event in Loveland to commemorate the 100th anniversary of LCM.
- Next year, the Sixtieth Anniversary Appeal can be phased into the 100th anniversary celebration of LCM and accompanying funding appeal. A letter should go out to continue the "Ensure Future Faith" Sixtieth Anniversary Appeal to remind them that we have not reached our matching funds goal.
- At subsequent synod assemblies, the LCM workshop attendees can be invited to be on the LCM mailing list.
- Further gleaning of historical records to identify "lost alumni" and seeking help with current addresses from the CU Alumni Association could be productive.

D. CU Faculty:

- The campus pastor can ask conference pastors to identify CU faculty and staff who are Lutheran to invite them to an appreciation luncheon.

- Pastor Laurel and select board members can hold periodic update luncheons and special communications.
- Two board members plus two students can plan and do a faculty event next year.

E. The Campus Ministry Direction Committee (Board):

- The LCM board needs a permanent Development Committee to take on the tasks of fund raising oversight and event coordination. This is needed to allow the campus pastor to devote more time to their work with the campus community.
- Board members need the information to be salary advocates for the campus pastor to ensure that synod guidelines for compensation are met; with the Grant Funding Model, the board will be more involved in salary/program allocations.
- Building a case for funding new ministry opportunities, for example, could identify and promote CU student programs, such as group dialogs between CU students and high school seniors and their parents, covering issues significant to teenagers and their parents. LCM students could help senior high youth groups and parents and could get on their calendars when they regularly meet to discuss college issues with them.
- Another appropriate message could be, “There are almost thirty thousand young adults at CU at a critical stage in their faith development who must be the next generation of church leaders.”

F. Future fund raising events:

- The CU LCM board, staff and students should hold an annual event. Board resources may only allow one event to be done well each year. The wine tasting event had good attendance, was well received, and was profitable. This event, or some other format (i.e. local pastor’s chili cook off), will be profitable and build local visibility for the program.
- When we celebrate the 100th Anniversary of LCM at the 2007 RMS Assembly, LCM sites could host a wine/cheese reception and, on the assembly agenda, have a moment where everybody with any connection to campus ministry could be asked to stand up; Also, national or local staff persons could have five minutes to say something in front of the assembly.

5. Schedule of Implementation

To be developed by the CU Boulder LCM Development Committee.

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*Source: ELCA Churchwide Office