

HISTORY

NATIONAL SOCIETY OF
FUND RAISING EXECUTIVES

1960 - 1985

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INTRODUCTION

A wise historian once wrote: "History isn't what you thought . . . history is what you can remember."

To that, one might add that the only history that really matters is the history one wants to remember, the history one enjoys remembering.

This book has been written based on that premise. It has not been written to record only the facts and figures of NSFRE's past; these are carefully (and appropriately) preserved in the Society's Archives. It has been written to bring that past alive for those who've inherited the substance of the dreams envisioned by the Society's founders.

In this book — compiled in celebration of NSFRE's Silver Anniversary — we concentrate on the ideas, dreams, visions, plans, accomplishments and people of the past twenty-five years. Especially the people. The ones who made it all possible.

Here is what they remember. . . .

Herbert Howard, CFRE
Historian

HOW IT BEGAN . . .

The Founding

The National Society of Fund Raising Executives was officially chartered by the State of New York on June 21, 1960, but its actual beginnings were in the imaginations and the vision of three fund raisers in New York City. At some point during the preceding winter, Benjamin Sklar of Brandeis University, William R. Simms of the National Urban League, and Harry Rosen of the Federation of Jewish Philanthropies had been discussing the need for a national organization of fund raisers. An association of fund-raising firms had been in existence for twenty-five years (the American Association of Fund Raising Counsel, or AAFRC), and there was also an association of fund raisers in New York City (The Association of Fund Raising Directors, or AFRD), but no national organization existed to represent the profession. Over lunch one day at Child's restaurant (on the West side of 5th Avenue between 49th and 50th Streets), the three decided to launch such an association.

They agreed to form a National Society of Fund Raisers, but realized they would need an individual with greater prestige and more recognizable credentials to provide leadership. Dr. Abel Hanson of Columbia Teacher's College was their candidate. He had visibility, prestige and academic credentials. He had taught a course on fund raising and had written and published a monograph on the subject. He was known as a real professional.

The three of them called on Dr. Hanson in his office. He agreed there was a need for a national organization of fund raisers, but initially declined their offer of the Society's presidency. They insisted, emphasizing the need for quality leadership to establish firmly the fledgling organization. At last he agreed. In the following months, each of them contacted others in the field. With the charter, the National Society of Fund Raisers was born.

The purposes the founders had in mind for the organization were outlined in the Articles of Incorporation:

- To aid fund raisers in the performance of their professional duties.
- To unite those engaged in the profession of fund raising.
- To formulate, promote and interpret to organizations, agencies and the public the objectives of fund raising and the role of those who practice it.
- To promote and maintain high standards of public service and conduct.
- To exchange ideas and experiences and to collect and disseminate information of value to fund raisers and the public.
- To promote, sponsor and encourage study, research and instruction in the field of fund raising by means of courses in established institutions of learning and by other means.
- To encourage and sponsor the granting of awards and fellowships in recognized institutions of learning for study and research in the field of fund raising.

In his President's Letter in the NSFR's first *Newsletter*, Dr. Hanson wrote at length about professionalism, the need for a national organization of fund raisers, and its role in American philanthropy. It is quoted here in full:

With the growth of philanthropy in the last twenty years, the art and the

science of fund raising have risen to prominence. Most of the educational, health, welfare and scientific agencies and organizations, whose services to free society are made possible by gifts and grants from private sectors of the economy, employ professional fund-raising directors and/or professional fund counsel.

It can be argued whether fund raising is a profession. Expressed views range from those of enthusiasts who accept professional designation as a matter of course without considering its meaning, to those of critics who see neither necessity nor desirability in fund raisers and who, therefore, consider professional designation to be specious.

Take a closer look at the problem. When in any given line of work there exists an accumulation of knowledge which can be learned by the novice, a prime condition of professionalism may be recognized. Such knowledge exists in fund raising. When those engaged in a given line of work begin to organize and to set experience and ethical standards for their own performance and for others who aspire to their line of work, another condition of professionalism exists. This is happening in fund raising. When such an organized group becomes interested in such matters as recruitment and selection of personnel, preservice education, internships, placement and in-service training, still another condition of professionalism can be seen. These interests exist in growing measure among fund raisers.

. . . . it is probably too early to identify fund raising as a true profession. But it is clear that among those who serve the agencies of our free society as fund raisers, the desire to improve their work efforts is strong, and positive steps are being taken, of a professional nature, to enhance the effectiveness of the agencies they serve.

It is at this stage in the history of philanthropy that the National Society of Fund Raisers comes into being It provides a means, at the national level, whereby individual fund raisers may increase their understanding of the importance of giving in a free society, and it makes possible a unified approach to professional achievement. We applaud the efforts of other organizations which provide for institutional memberships and of the few existing local organizations which unite individual fund raisers. But philanthropy is national in scope. Giving to worthy causes is an historic characteristic of the American people. At the national level, inviting the membership of all qualified fund raisers, the Society proposes a unified program of self-improvement and greater service to individuals.

The Administration of Dr. Abel Hanson, 1961-1963

The new society held its first Annual Meeting at the Sheraton Atlantic Hotel in New York on February 20, 1961, and elected a twelve-person Board of Directors. The By-laws authorized a total of 25, but 13 places were purposely left vacant "to permit representation later on from other geographic areas, and to increase the board in ratio to the increase in numbers." The Board met shortly thereafter, elected Dr. Hanson its first president, and established committees on membership, publicity, programs, and ethics. At the end of the Society's first year of corporate existence, its membership rolls totaled 197, with \$1,323 in the treasury. The 1962 Annual Meeting, held the next year, increased the size of the Board to 16 and included two new Directors who were to be future presidents: Jess W. Speidel, II, and K. Brent Woodruff.

These two years brought many new beginnings and an increased perception of future needs.

In the spring of 1962, the first issue of the NSFR *Newsletter* appeared with co-founder William Simms as editor, and a promise (which was kept) to publish four times a year. In October 1963, the Society held its first Annual Conference. Meeting at the Motel-on-the-Mountain in Suffern, New York, the 88 attendees participated in the one-day program which focused on the theme "The Future of Philanthropy and the Full Development of Volunteerism." In commenting on the conference, Dr. Hanson stated prophetically that he expected it to set a pattern for future conferences.

Looking to the future, the Society's leadership and members recognized the need to establish the organization on a truly national basis; to retain permanent staff to implement the work of the Society; and to attract sufficient funding to meet these needs. Discussions had also arisen concerning the importance of a "research organization or some such appendage to receive tax-free gifts," and the establishment of a placement service. Each of these latter concerns were to become important activities pursued by the Society in the future.

In his parting President's Letter in the Spring 1964 issue of the *Newsletter*, Dr. Hanson summarized the achievement of the first three years of NSFR:

A traditional prerogative of a retiring president is to look back with pride and to point to a hopeful future. In this case a brief look in both directions appears to be in order.

The most important development of the last three years was not a particular event; it was the emergence of the National Society as a going organization. Pessimistic predictions to the contrary, the roster includes professional fund directors from all over the United States who serve many of the more notable causes and institutions of the people. A continuing objective of the Society in the future must be to attract ethical fund raisers from the many worthy organizations which serve the basic needs of the people. The independent health, youth, religious and educational agencies of the country deserve the best of service in every function including organized fund raising. The members of the National Society must be of such caliber as to be able to rise to this service. More specifically, the Society has begun the development of services to members which hold great promise for the future. Information and educational activities have

been initiated of which the Newsletter and the Annual Conference are typical. A budding placement service is even now in operation. Properly developed in the future, this activity will redound to the benefit of fund directors and the causes they serve.

From the beginning, high priority has been placed on ethical standards for the performance of fund directors and the causes for which they work. Such standards will be refined and thoroughly enforced in the future. Individuals who in practice do not accept and conform to these standards ought to consider a change of occupation.

From time to time, members of the Society have expressed a concern for the public image of the fund raiser. This is understandable. All of us want to be seen by our contemporaries with our best foot forward, as it were. What is not generally understood is that the public image is usually a rather accurate reflection of the performance of a composite of fund raisers on the job. How can the image be changed? This can be accomplished only by the improved performance of many fund raisers on the job. Such improvement is the ambitious mission of the National Society of Fund Raisers.

The Administration of Jess W. Speidel, II, 1964-1965

In February 1964, Jess W. Speidel, II, was elected as Dr. Hanson's successor; Dr. Hanson was duly elected the first Chairman of the Board. It had been decided that, in the future, the president would serve as the Society's chief executive officer while the office of Chairman would be essentially honorary yet provide the Society with continuity of leadership and back-up in time of need. In fact, the future would prove that the Society's Chairmen worked very hard indeed.

The highlights of Jess Speidel's administration were the establishment of the first local chapters, doubling of the membership, two very successful national conferences and the drafting of the Society's first Code of Ethics.

As mentioned previously, there had for some time been an organization of fund raisers in New York City called The Association of Fund Raising Directors (AFRD), of which John J. Schwartz was president. On December 17, 1963, a meeting of representatives from NSFR and AFRD met formally to discuss affiliation, part of what the Spring 1964 *Newsletter* described as a "10-month negotiaton on affiliation." These negotiations culminated in a plan announced jointly by Dr. Hanson and Mr. Schwartz in that *Newsletter*. The plan proposed that AFRD, while retaining a large measure of autonomy, would in effect become a local chapter of NSFR, and that all members of AFRD would become members of NSFR. Likewise, all members of NSFR within the territory of AFRD (which was defined) would become members of AFRD. The plan also gave detailed attention to the program activities by which both the local and national organizations would strive to achieve their professional objectives. It is a plan which includes most of the goals and activities of NSFR to this very day, and it is noteworthy that it begins with the establishment of ethical standards of performance. It also mentions the accumulation and distribution of knowledge about fund raising, a placement service for members, recruitment of new personnel and standards for admission to practice, education and training at the pre-service and in-service levels, legislation, and public relations. NSFR was to exercise leadership in these areas on the national level, while providing full support for local chapters in their activities.

The affiliation became fact on July 15, 1964, adding 106 new members to NSFR, and NSFR had its first chapter.

The original By-laws of NSFR had not foreseen the possibility of local chapters. The affiliation with AFRD, although an ad-hoc arrangement, was one which had been carefully developed. This proved to be a model for the future. Already in August 1963, Benjamin Sklar had sent a detailed memorandum to the Board of Directors concerning a proposal that NSFR authorize the organization and development of local chapters with the understanding that each would adopt requirements. In February 1965, the Board of Directors adopted new By-laws which made provisions for the development of local chapters and their subsequent affiliation with the national organization. These By-laws provided for the specific authorization of local chapters of not less than 10 members. Chapter By-laws and purposes were to be in conformity and harmony with those of NSFR. Further provision was made for representation on the NSFR Board of Directors of these local chapters. Members of local chapters were to pay national NSFR dues (then \$10 annually) as well as any dues the chapter itself might establish. With occasional revisions, this procedure has been the governing model by which

chapters have formed and joined the national organization. Most importantly, it has provided NSFRE with an organized yet flexible system for expansion.

The Fund Raisers Association of the National Capital became the second chapter on May 14, 1965. NSFR membership was now close to 500, more than double the 225 in 1963. With 500 members representing 26 states nationwide including Hawaii, and chapters in New York and Washington, D.C., NSFR was becoming truly *national*.

Speidel's administration also witnessed two successful annual conferences. On October 15, 1964, the second Annual Conference was held again at the Motel-on-the-Mountain in Suffern, New York. Attendance had increased to 102 while the conference fee was still a remarkably low \$12 for members. Speidel startled conference attendees that year with the news that Nikita Krushchev had just resigned, while the program itself focused on "The Uninhibited Billions." The following year, in keeping with a new policy of conducting conferences in the location of new chapters, the third Annual NSFR Conference was held at the Shoreham Hotel in Washington, D.C.

In 1965, to make more specific the Society's continuing emphasis on ethics, a special committee chaired by Barnet M. Deutch drafted a code of ethics and standards which is quoted here in full:

OBJECTIVES:

Members of the National Society of Fund Raisers acknowledging and publicly pledging that they will serve the best interests of the many different individuals, groups, institutions and elements of our modern society will:

1. Conduct themselves both personally and professionally in accord with the public welfare.
2. Be guided in their activities by the generally accepted standards of truth, accuracy, fair dealing and good taste.
3. Support their Society's effort designed to increase the proficiency of the profession.
4. Adhere faithfully to the duly adopted Code of Professional Ethics and Standards for the Practice of Fund Raising, a copy of which is in the possession of every member.

CODE OF PROFESSIONAL ETHICS & STANDARDS

The following Code of Professional Ethics and Standards for the Practice of Fund Raising is adopted by the National Society of Fund Raisers to promote and maintain high standards of public service and conduct among its members in order that membership in the Society may be recognized as a badge of ethical conduct; that Fund Raising may be universally regarded as an ethical activity; that the public may have confidence in its integrity; and that the practice of Fund Raising may therefore best serve the public interest:

1. A member shall be responsible for conducting his activities in accord with generally accepted standards of accuracy, truth and good taste.
2. A member shall have the responsibility of protecting the identity of any contributors who request that their contributions be anonymous.
3. A member shall be employed only on the basis of a specified salary or fee and will not agree to compensation on a percentage or commission basis and shall not otherwise personally profit from any activities carried on by him for the agency he serves.
4. A member shall be employed by or serve only philanthropic agencies that comply with Federal, State and Municipal laws regarding registration, and whose objectives effectively serve the programs for which the agencies were created. Members will determine all State and local laws which are related to their assignment and comply with them fully.

The Administration of K. Brent Woodruff, 1966-1967

The administration of K. Brent Woodruff was the shortest in the history of NSFR: he was the only volunteer president to serve one year. It was, however, a year of significant achievement. The fourth Annual Conference, held at the Waldorf-Astoria Hotel in New York on October 12-13, drew 150 participants, the largest attendance ever. A chapter was organized in Cleveland under the chairmanship of Thomas Dunworth; twenty-four members associated with the Wells Organization Pty., Limited, Melbourne, Australia began to plan a chapter; a similar group in Boston began to do the same. NSFR's first office was opened at 10 East 45th Street in New York, staffed by Mrs. Anne Kurzman, and plans were made to begin a formal placement service in 1967.

The Administration of Ralph E. Chamberlain, 1967-1969

Ralph E. Chamberlain has had a longer career of service to NSFRE than any other person. He became a member when he moved to New York from Alaska in 1961, and a Board member in 1964. He served as Assistant Treasurer in 1965-1966, as Vice President in 1966-1967, and as President from 1967-1969.

He has continued on the Board and has served the Society in many ways. From 1982 to 1985, he served as Chairman of the NSFRE Institute, and is now past Chairman of that body. His continued service on the Board and to the Society spans nearly the entire life of NSFRE.

In an early President's letter, Ralph E. Chamberlain set as his first goal the expansion of the Society's membership through the establishment of local chapters and the development of closer ties with the membership by providing better service through the national office. These two goals were intimately connected: more members would help finance improved membership services, while improved membership services would attract additional members and new chapters.

As one of the first membership services of the new national office, an "employment opportunities and career center" began operations in the fall of 1967. Institutions seeking fund raisers were invited to submit job descriptions to be published in the *Newsletter* at no charge, or to be maintained at the Career Center if confidential. Likewise, members were invited to submit resumes.

Early evidence of the growing stature and influence of NSFR was the invitation extended to Ralph E. Chamberlain, as President of NSFR, to serve as a consultant to the Ford Foundation on the recruitment, placement, and training of black fund raisers for black educational institutions.

At the end of Chamberlain's term in March 1969, NSFRE and the Delaware Chapter held the first multi-day conference at the Bellevue Stratford Hotel in Philadelphia. Previous conferences had been half-day or one-day efforts of modest proportions. The 1969 conference introduced many elements that would be repeated in future years. Social events included a welcoming cocktail party and reception followed by a dinner. The two and one-half day conference included four one-hour sessions of numerous discussion groups on subjects such as "What does NSFRE offer me as a professional"; "The pitfalls and pleasures of building a development staff from scratch"; "How to steal a good idea"; "Getting your Governing Board off dead center and more." Conference registration fees were \$60 for members and \$75 for non-members, who also enjoyed an Award Seminar and Commentary and a second day luncheon featuring a prominent speaker. The conference was a milestone for NSFRE; it was innovative and proved successful. It paved the way for the future.

The Administration of Robert V. Donahoe, 1969-1971

Robert V. Donahoe, executive director, United Givers Fund - National Capital Area, became the first president from beyond NSFR's traditional New York base, and his administration continued the "nationalization" of the National Society of Fund Raisers. The 1970 Annual Conference was held in Dallas, Texas, from April 22-24, while the 1971 Annual Conference moved to Boston. By 1971, the Society boasted 13 chapters — Minnesota, Rhode Island, Toronto, and Northern California had gained charters since 1969. Another index of the Society's growth was the 1971 budget: \$21,675, with a surplus of \$883 at year's end.

This growth witnessed and effected a profound change in these years. With the opening of a national office, the development of a professional staff began. Donahoe's administration witnessed the appointment of the Society's first Executive Director, Mr. Noel C. Koch. After his resignation in 1970 (he continued on to become a speechwriter for the U.S. Postmaster General), Mr. Byrne Whalen joined the staff on a part-time basis. He, in turn, was replaced by Elvira Piela (as Executive Secretary) in the summer of 1971 when NSFR moved its offices to a new location in New York City. The lengthy process of creating a professional association staff for the Society was to take nearly a decade and the combined efforts of the Society's leadership and its friends during those years. Contributions from AFRD/NSFR, New York Chapter (\$3,000 grant), and from AAFRC (\$1,800 grant in 1969 for the third consecutive year) at this critical time helped launch the development which in later years would enable the Society to realize its goals more fully.

The Administration of Norman C. Smith, 1971-1973

Norman C. Smith did not attend the Annual Conference in Boston to hear of his nomination for the NSFR presidency. Ralph Chamberlain, then chairman of the Nominating Committee, telephoned him with the news and asking if he would serve. Chamberlain also indicated the committee was seeking an individual from the educational field who would provide representation from beyond the New York area. Smith was ideal as the vice president for development at Emory University in Atlanta. He didn't accept immediately but soon did, and one factor in his decision was the support of the president of Emory University who assured Smith he could spend whatever time was necessary to do a good job.

In the 1972 Summer *Newsletter*, Smith announced his commitment to meet with every chapter to discuss the role of NSFR (he had already met with AFRD, and had spent three days on the West Coast). By these visits and his leadership, he hoped to create a sense of national unity and cohesiveness. To that end, also, the 1972 meetings of the Board were held in Chicago, Atlanta, New York, and Washington.

The Administration of Henry Goldstein, 1973-1975

Henry Goldstein, now President of the Oram Group, was elected President at the Annual Meeting in Anaheim, California on March 8, 1973.

In his brief memoir, written for this history, he said, "I don't know how I came to be nominated . . . I had served a term as President of the New York Chapter shortly after advocating that the New York group withdraw from the National group on the grounds that we were getting absolutely nothing from National. Once I became Norm Smith's best convert, I came to national attention. I was nominated because nobody else could be found who would agree to accept the responsibility and the cost of the honor. I don't know if I was the third or fourth choice. In the end it didn't matter. Lots of third choices go on to do a superior job — which is what I tried to do."

With the zeal of a convert, Goldstein set out to create a strong national organization. He began with a personal commitment. During 1972, NSFR had spent \$28,500, leaving a debt of nearly \$3,000. To ensure the Society's solvency, he co-signed a note with Jess Speidel, the treasurer, to *personally* guarantee the Society's debt.

During the first year of his administration, he visited every chapter, then 11 in all, meeting with each chapter's Board of Directors and addressing noon luncheon meetings of the membership to advocate a strong national organization and the dues increase required to make this a reality.

He succeeded; in September 1972, the Board authorized an increase in dues from \$20 to \$50 for 1974. The membership did not drop, but actually increased (as Hank had predicted). At last, the Society was securing a firmer financial basis for itself.

As Goldstein worked on strengthening the national organization, he realized as each president before him had (and as Dr. Hanson had at the very beginning of NSFR's existence) that the key to a truly strong and effective national association was the ability to maintain a national office with a professional president or chief executive officer. In fact, in a message to the membership, published in the *NSFR Newsletter*, Goldstein had stated:

"I believe the job of building membership; the job of most effectively delivering services to members; and the job of most effectively representing a national society to its many publics is really one which no volunteer can properly discharge. This is a post for a highly professional association executive."

He estimated that \$75,000 per year would be required for a paid president, supporting staff, and office. Since income from dues in that year was expected to be \$50,000, we were, he said "not that far away."

At the December 1974 meeting of the Board, a search committee for a paid president was named. Under the chairmanship of Norman Smith, this committee was to begin its search for an association executive when NSFR's financial position was strong enough. In fact, the employment of a paid president was to come in the next administration.

In 1973, in order to give NSFR the ability to raise and accept donated funds, and to benefit from the other advantages of a non-profit 501(c)(3) group, the NSFR Institute of Continuing Education was founded and incorporated as the 501(c)(3) subsidiary of NSFR. This was the "research organization or some such appendage to receive tax free gifts" that the founders had discussed at NSFR's first annual meeting back in February 1961. The NSFR Institute, or

NICE as it was known in those days, also provided the Society with the means to renew its commitment to education in the fund-raising field — a commitment which had been one of the founding principles of NSFR.

Goldstein reflected on some of the individuals active in NSFRE, “I should mention some of the people with whom I worked. Bob and Joan Blum were helpful and generous. They believed in what I was doing and did all they could to help. Byron Welch, in that grandiloquent Texas style, was also a brick and labored very hard. I had succeeded Norman Smith who worked hard as did Ralph E. Chamberlain, Jess Speidel and, of course, one of the really unsung heroes of NSFRE — indeed, one of the original founders — Bill Simms of the National Urban League.

“Herb Howard was one of my most ardent supporters and I always appreciated his support. Another extremely solid citizen was Wilson Schroeder. I met Dick Wilson when he was still Scout Executive in Milwaukee. He was another fellow who understood; I always found him extremely supportive. Don Ross was another who always came through. And Aumund L. Andre and Don Campbell were invaluable in helping push things through in Chicago.

“I was carrying a full client load during my time as NSFR President. I don’t suppose my responsibilities were less or greater than that of other presidents and chairmen, but I can assure you that it was a lot of extra work . . . It was at least a day a week and often more because of the travel. I caught up on weekends.

“Because of the Society’s parlous financial condition, there was no travel budget for the President. My company agreed to underwrite my expenses as a contribution to the Society. The use of the word “my” is a phrase of art because in those days, though an officer, I did not own the company and I did not set policy. If not for Harold Oram’s goodwill and agreement . . . I would not have been able to personally undertake the travel that I did.

“*I have to tell you that I loved it.* I loved the travel, I loved the recognition. I thought that this must be what it’s like to be an important political figure. I liked all of the politics very much and enjoyed making things happen . . . I think that perhaps my most important contribution was to set the Society going on the secure financial base which characterizes it today.”

The Administration of Byron Welch, 1975-1978

Byron Welch was elected president at the New York Board meeting in March 1975. He was to serve as a volunteer leader of NSFR for three years; longer than any other individual. From 1975-1977, he was volunteer president; with the establishment of the paid presidency in 1977, he became Chairman of the Board (the new title of the volunteer leader of our Society since 1977).

His administration accomplished the establishment of the paid presidency; the move of the national office from New York to Washington with all its implications both practical and symbolic for a national organization; a significant increase in the work done by the Society and in the number of committees doing this work; the completion of the negotiations with the Chicago Society of Fund Raising Executives for chapter affiliation with NSFR; two successful National Conferences; and the establishment of the Pantheon of Philanthropy.

In his actions, speeches and writing, Welch emphasized the importance of people, and the development of future leadership at all levels for the Society. The author would like to record one anecdote which illustrates this concern:

"In June 1975, the Board met in St. Louis. This was the first meeting which was totally Byron's (March in New York had really been a divided affair with the meeting of the old Board under Hank Goldstein's presidency followed later by the first meeting of the new Board under Byron's presidency). I took an early plane and arrived at the hotel at 10:30 in the morning. Byron and his wife Mabel were sitting on a couch in the lobby. They rose and greeted me warmly; thanked me for coming to the meeting. The first committee meetings were not till evening, but as the day progressed, and I came and went through the lobby, I observed the same thing happening as other Board members arrived. Just before dinner, they were still in the lobby, and I realized that Byron and Mabel had spent the entire day in the hotel lobby in order to greet each arriving Board Member."

Like other presidents and chairmen since 1973, Byron Welch has written his own account of his presidency and chairmanship, which is printed in part below. The following chronology is intended as an introduction to date and highlight some of the events he discusses:

- 1976: Search for paid president begins.
Agreement that Chicago Society of Fund Raising Executives shall become an affiliate of NSFR in 1977 and a full chapter in 1978.
National Conference in Philadelphia and inauguration of Pantheon of Philanthropy.
- 1977: Appointment of Fletcher Hall as first paid President.
National Office moves from New York to Washington, D.C.
National Conference in Chicago.
- 1978: Fletcher Hall resigns as President. Transition Committee appointed to oversee national office and seek new President.
National Conference in Los Angeles.

In his account of his administration, written for this history, Byron Welch wrote:

A master plan had developed in my mind as I contemplated my tenure as president of NSFR. There were some things I would not do; there were things I would

do first and foremost.

I would not undo any of the reorganization Hank had so thoughtfully put in place. The ways and means concerns, plans for quarterly board meetings in various locations around the country, the national conference schedule, all would remain intact. I would not interfere with the running of the national office in New York City.

The programs I set out to achieve were varied, and included:

. . . personal on-site visits with every chapter of NSFR, with meetings between members of the local boards and the national president to discuss ways to make national more viable and supportive;

. . . negotiations with Chicago, Canada and other logical constituent groups to work out ways to bring new chapters in "wholesale" rather than one or two or a handful at a time;

. . . personal enrichment through educational opportunities and the ultimate certification of the individual fund raiser;

. . . national stature through association and meaningful dialogue with the Council of Better Business Bureaus, the American Association of Certified Public Accountants, the National Association for Hospital Development, Association of Attorneys General, and others;

. . . upgrading and enlarging the scope of communications with members and NSFR chapters through the newsletter, more frequent reports to members of the boards and chapter presidents and through leaders in the field;

. . . ultimately a strong centralized national service center (I was forever to refer to the national office as a "member service center") and more national programs staff-driven and less volunteer-driven.

The perspective of ten years makes these and other programs set forth by my administration seem mild and meager. At the time, however, they were both ambitious and necessary if the society was to survive and overcome the constant problems brought on by limited financial resources.

The first issues of the *NSFRE Journal* were published. Don Flathman took on his task with virtually no budget, and assured a scholarly journal for NSFR, with significant help from Skip Hobson.

Don Albertson led the move from the New York office to Washington, D.C. while continuing the development of a fully professional staff for NSFR. His constant efforts enabled both transitions to proceed smoothly. In retrospect, each development has proved to be a significant factor in the continued growth of NSFRE as an association.

Jack Bohlen kept membership growth and development uppermost in the minds of the ever-changing Board. Jack hammered home the need to grow. Through his reminders, I did in fact negotiate a favorable arrangement with the Chicago Society of Fund Raising Executives, so that it became a vital chapter in NSFR, providing an unusually large number of strong national leaders through the years.

Lyle Cook took the notion of a Certification program and gave it life. As far back as 1970, our Board looked at certification as one means of providing some standards of practice for the professional in the field. One of our Chicago board meetings heard a presentation by a Dr. Natress on the ways and means to certify and accredit. He was the first of many who contributed their thinking to the efforts of NSFR in the development of what ultimately became the Certification program.

Norm Smith headed our first presidential search committee. In anticipation of the move to a paid executive, our By-laws changed our structure of volunteer officers. The Chairman of the Board had always been the immediate past president,

and served as chairman of the nominating committee. Now the Chairman of the Board was the top elected officer of the Board and the Society, and the office of executive vice president would be filled by our top paid executive.

Fletcher Hall was named executive vice president (staff) in 1977. I became Chairman of the Board, and for the third successive year headed our volunteer endeavors.

tion, has become standard procedure with subsequent administrations as each new volunteer Chairman visits as many of our chapters as possible, to share national program directions, and at the same time to listen to grass-roots concerns that impact the whole national program.

All was not sunshine and light during the troubled years of the mid- and late seventies.

There was the cost-study program, which was made possible by the sponsorship and funding efforts of the NSFRE Institute. I set out a plan to work closely with the Association of Attorneys General and the American Association of Certified Public Accountants in determining true costs for fund-raising activities in the United States. The concept of the initial plan called for an NSFR committee, headed by Henry Goldstein, to interface with attorneys general representatives in key states (such as Ohio, California and New York) and with the leadership of the CPA organization who headed the charitable reporting segment of that body, so that the American public could expect to have accuracy in full disclosure of true fund-raising costs. The whole program went in another direction. Stephen Smallwood, one of the vice chairmen of NSFR and a thoughtful leader from Boston, headed the cost-study committee and devoted enormous time and effort to the project. In spite of its sincere efforts and intentions, the cost-study committee failed to achieve its goals. The project did produce some positive results, particularly in opening lines of communication among organizations concerned with charitable issues.

In the turbulent seventies, sides were chosen on most issues. Votes were taken, affirmed, and then at the next Board meeting, reversed. By-laws were constantly rewritten. Motives of leaders were questioned. Programs were approved, then abandoned. Rump meetings were everywhere — in the bars that populated the meeting sites, suites and rooms of participants, in the hallways. So much defensive posturing took place as to confuse the newcomer to the board.

Much of this has melted away. With the solidarity of the national office and the professional staff, the open and orderly selection of leadership through the nominating process, the alleviation of many financial problems that plagued NSFR and NSFRE through its first 20 or so years, and the simple maturity that has come with an organization now 25 years of age, tempest has given way to order and procedure, and work through the many committees has become the most effective way to bring about change.

There were many people who could have served with distinction in national office. Many were called, few were chosen. Those not chosen and therefore not easily recognized would have to include Skip Hobson, Herb Howard, Bill McDanel, Bill Arnold, Bob Pierpont, Curt Roberts, Dorothy Sutherland, Bill Keenan, Al Tolin, and a host of others. Their dedicated service at critical times in our Society's life have contributed more to what we are today and will be in the future than most imagine.

We have had strong national presidents, chairmen and chairwoman. Each has come to the chair with strong skills and a deep concern for the doing of the job at hand. Each has had dreams, plans, an agenda. None have failed, although many of the plans were not brought to fruition during each respective term.

What each has given to our Society is the chance to carry through into another

administration and into the dawn of a new era when wrongs can be made right, new issues raised and addressed, age-old concerns given light and new life. For each new administration is part of the whole. Twenty-five years is not a long life, even in view of an individual lifetime. The twenty-five years of NSFRE's existence, though, has been like forging a new trail, entering new territory without chart or map or sextant. Its pioneers have been people of good will whose lives have been bound up in the need to serve others while fulfilling self as well.

This history of an organization is essentially a history of its leaders and their judgments, viewed against the past and the present. NSFRE has been fortunate in capturing the time and energies of good people whose contributions have enabled the Society to make its mark in our common society, and that mostly for the good.

The Administration of Donald A. Campbell, Jr. 1978-1980

Donald A. Campbell, Jr., president of Donald A. Campbell & Co., Chicago, was elected Chairman of the Board at the Annual Meeting in Los Angeles in March 1978.

Sound organization came of age under the administration of Don Campbell. Beginning with his election to succeed to the chairmanship in 1978, Campbell gave structure and substance to our varied interests. Education came to the fore. Certification became a reality. The national office, through the trial and error of the early days, became a support source and a leadership vehicle that began to work. The Board began to function through committees in place of a committee of the whole. Assignments were given, accepted, and progress was made. Chapters increased in program, size and numbers. Goals were set and met, and reset and still met. Fiscal concerns would ultimately be addressed, and the Society began to live within its real income, rather than to bill earlier and live off income from subsequent years. Alternative and supportive methods of funding were developed.

His account of his chairmanship follows:

The first observation I would like to make is that I do not know how I got to the National Board or to the chairmanship of NSFRE. I had been active in CSFRE since I had moved to Chicago in 1972, and I think it was 1973 when I was invited to serve on the National Board. While serving as President of the then-independent Chicago Society of Fund Raising Executives from 1975-1977, I had become more than casually interested in seeing that CSFRE joined NSFRE as one of the leading Chapters. I had appointed Aumund L. Andre as Chairman of the Affiliations Committee, and he and a task force in Chicago studied the issue. Together, we worked on a proposal to the membership, and, as we all know, Chicago joined in 1977 and has come to be the largest chapter in the country today.

In December of 1977, Hank Goldstein asked if I would consider serving as Chairman. I was dumbfounded, flattered, and overwhelmed. Following a number of discussions with the members of Campbell and Company (who agreed to take over a number of the clients I was serving), I agreed to accept the challenge.

By the time I was to occupy the Chair, the directions of NSFRE had been fairly well formed. A few years earlier, Hank Goldstein took it upon himself to barnstorm the country and present NSFRE's case to every group that would assemble long enough to listen. Byron picked up Hank's chalice and carried it well. I believe, like every Chair, Byron brought something of his special self to the organization — a flair, a commitment to quality, a deep sense of purpose, and an enormous sense of humanity.

Up to this point, NSFRE had only been pushing at the edges of the possible, limited by lack of income, inadequate staff, and the inability to reach very far or impact very greatly. Although I had been around for a while and had a sense of the organization, I felt it important to seek the counsel of the sages before I took over the office. I hopped on a plane and interviewed Jack Schwartz, Ralph E.

Chamberlain, Hank Goldstein, Byron Welch and others to set a sense of the earlier mission, goals, objectives, activities, and accomplishments of NSFRE, all the while trying to form a composite of what NSFRE *should be* during the coming term, as well as in the future. There were many who were helpful during this time of concept formulation; one in particular was Barbara Marion. Barbara was President of the Northern California Chapter at that time, and she and a few other Chapter Presidents had been growing increasingly frustrated with their role at National as well as increasingly aware of the need for active support services for chapter development. Out of our conversations, the idea of having a Chapter Presidents Council was developed.

What NSFRE needed to become was not an issue; how to get there was. NSFRE was clearly a voluntary organization led largely by the Chair (and a few others), with administrative support provided by staff. At this juncture, even staffing was a question, for Fletcher Hall was in the process of leaving his position as Executive Vice President. Although Jack Bohlen was heading a search for a new EVP for the Society, it was to be some time before James Maxwell occupied the post.

Given all of this transition, how could we organize NSFRE so it could accomplish something effective? The input I had received from my conversations, together with my perceptions of what was needed and what the activities of NSFRE ought to be, all packed themselves very nicely into four major operating thrusts for the Society. Each would be headed by a Vice Chairman who would oversee the activities of a variety of committees. Thus, the divisional structure of NSFRE was born. We had divisions for professional education, membership activities, public affairs, and marketing. In addition, we had a set of administrative committees to handle such issues as By-laws, finance, long-range planning (NSFRE's first), personnel, and Chapter liaison. Under the division structure, NSFRE's Board consisted of 28 separate committees, each of which had a charge for the year as well as a set of activities to be accomplished.

As we went into the year, I realized that NSFRE was not an organization unto itself, but a federation of Chapters. NSFRE was the "congress" of the membership. Realizing that the Board's larger purpose was to be a forum for the discussion of ideas, a vehicle for the development of leaders, and a melting pot of concepts that seemed to differ from one Chapter to the next, the division and committee structure seemed to provide a welcome vehicle for individuals to get in, get involved, and begin to "own" the Society.

The divisional structure continued into my second term, although we simplified it somewhat, eliminating the Marketing Division and merging marketing into the activities of other committees. At the end of the second year, we had Professional Education, Membership Services, Public Affairs and Operating Divisions. By this time, the Chapter Presidents Council had been ably launched by Barbara Marion as its first president, succeeded by Nike Whitcomb.

Much was accomplished during these two years, but the one thing that impresses me most, even today, was the way the leadership of the Society and the membership of the Board dug in and went to work. The real progress was managed by the division chairmen. In the first year these were Bob Blum (Professional Education), Jack Bohlen (Membership Services), Bill Freyd (Public Affairs), and Bill Arnold (Marketing). Many others contributed valuable services.

In the second year, Bob Blum continued in Professional Education; Bill Arnold took over Membership Services; Jack Bohlen took over Public Affairs; and we formalized the "operations" of the Society into an Operating Division headed by Steve Smallwood. I had created all the agendas for every committee during the first year of my term. By the second year of my term, the division chairmen were

developing these for their committees.

Let's look at some of the accomplishments:

- Membership increased from somewhere around 1,200 to nearly 1,900.
- The number of Chapters increased from 13 to 23, including the establishment of the new Canadian Chapter. There were developing chapters in Mexico and France. Also at this time, the Australian Society of Fund Raising Executives was in formation.
- Professional Education Programs, chaired by Bob Blum, continued many of the activities of the past: conducting seminars. The new work of the division focused on the development of a Certification program. Bob Blum was assisted by Curt Roberts in assembling the body of knowledge needed to certify. Dick Wilson and Bill Branch were conducting a set of Educational "Institutes" (one subject for one day); Dave Barnes was in charge of planning regional seminars (multiple subjects, one day); Phyllis Tritsch was in charge of the 1979 Conference in Washington, D.C.; Barbara Marion had the lead role in the 1980 Conference in San Francisco.
- Bob Blum had streamlined the working relationship between NSFRE and the NSFRE Institute so that all of the educational programs of the Society could be sponsored as 501(c)(3) activities by the Institute.

This was also the period when we began to recognize the importance of the NSFRE Institute's seminars and conferences to professionals in preparing for certification. We formed the concept of education credits and began planning out the series of survey courses which would lead to certification of our members.

Perhaps the most exciting committee during this time was the one headed by Lyle Cook — Certification. Lyle was willing to take on the task of putting together such a credentialing program. NSFRE agreed that the Certification program should be inclusive rather than exclusive and, through continuing education requirements, raise the professionalism of the entire membership as a condition of continuing their eligibility for certification. Agreement was also reached on minimum requirements for certification — eligibility at the five-year level with no prerequisite graduate work. The Certification program served as the catalyst for the work of the Curriculum Development Committee, the survey courses, and many of the future educational activities of the Society.

The Membership Services area, under the leadership of Bill Arnold and Jack Bohlen, developed a new case for membership and new membership promotion materials, including a standardized application form; set goals for Chapter membership; worked out a new dues structure for Associates and Interns; and even began experimenting with direct mail acquisition of members, attempting to reach the judged 60,000 potential membership base for NSFRE.

Recognizing that the profession was, in fact, a career, we had created a new committee — Career Development — chaired by Joan Blum in the first term and Sarah Coviello in the second. These committees conducted the very first membership survey ever done by NSFRE which had an exceedingly high rate of response.

Within the Public Affairs Division, the Legislative Committee, first headed by Hank Goldstein and later by Bob Trefry and Jim Greenfield, issued the Society's first formal advocacy statement in favor of the Fisher-Conoble Bill. Under this committee's leadership, NSFRE began to establish a network with its chapters to alert them of pending changes in both Federal and State Legislation. This was also a period when NSFRE representatives began to attend meetings of the National Association of Attorneys Generals.

We had always been concerned about the fact that NAHD, CASE, NCDC, AAFRC and other organizations were continuing to develop agendas and curricula for the advancement of their respective professional members. Jack

Schwartz spearheaded the Allied Group Liaison Committee, attempting at least to bridge the various groups and share something of NSFRE activities with others. During my last term (following the formation of Independent Sector), I tried to create a "consortium" of volunteer leaders of NSFRE, NAHD, CASE, UWA, AAFRC and Independent Sector. We were able to bring the staff together, and, as a result of the first meeting, the staff representatives from each of these organizations agreed to meet on a regular basis. Barbara Marion in 1984 hosted the first meeting of the volunteer heads of each of these organizations — a significant accomplishment.

The Awards and Recognition area, initially charged by Bob Trefry, succeeded by Sarah Coviello, sustained our efforts to maintain the Pantheon Hall of Fame of Great Philanthropists, and Sarah did a yeoman's task in creating first concept and then the format of national awards for volunteers, philanthropists and professionals. I am sure that those in attendance at Houston's induction of Jesse V. Jones into the Hall of Fame will never forget the event, nor the great work done by Byron Welch and Dick Miller in putting together this hallmark occasion attended by Lady Bird Johnson and hundreds of leading Texans. We had never before and never since had such a significant induction of anyone into our Hall of Fame.

Herb Howard not only continued, but measurably enhanced, the publications of the Society during my term in office. The *Journal* was recast as a more quality piece, and the newsletters were upgraded throughout this period.

Don Ross ably served as chairman of the Finance Committee during both terms. If there was one issue that plagued us above all others during my administration, it was finance. There was constant tension between those who felt we needed to invest in professional staff, new materials and programs for present and prospective members, and those who felt the budget must be balanced in every year. In retrospect, I still feel the investments (or deficits) were prerequisite to our growth and momentum.

I have not said very much about the importance of the Chapter Presidents Council during this period. It proved to be an essential forum for the exchange of ideas among Chapter presidents, the exchange of ideas between National and the Chapters, and an excellent vehicle for setting the Chapters' concerns heard at National.

One Board meeting stands out in my mind . . . in September 1979, at the El Tapatio Hotel in Guadalajara, Mexico. It was special. We were invited by some professional members and representatives of the Mexican Government to host a meeting in Mexico as a way of introducing philanthropy and the fund-raising profession to a number of Mexicans. It was a great Board meeting, and there is a picture of all of us who attended that very warm, beneficial and productive meeting.

Another Board meeting that stands out as memorable is one in which the Board became an "adult." Well into my terms as Chairman, the Society had been managed pretty autocratically by its Chairman. But I will never forget a very significant Board meeting we had — in June of 1979, I think — when Wilson Schroeder and I attempted to "railroad" about six major By-laws changes through the Board. One of them was proportionate representation. It became very obvious during the meeting that the Board would no longer go along with dictums from the Chair. The motions were tabled, and members of the Board made it very clear that they wanted policy and practice recommendations to come up through the committees rather than down through the Chair. This was a significant step for the long term, for the Board had demonstrated real maturity in terms of governance.

I've held off talking about the professional and support staff at the NSFRE of-

office until this juncture. The Personnel Committee was very active during my term, first chaired by Jack Bohlen, who completed the search that led to James Maxwell becoming Executive Vice President. Maxwell assumed this post in the spring of 1978, after having served on the Board extremely well for a number of years. NSFRE was very fortunate to have Jim available to work with us at this time. In addition to Jim Maxwell providing leadership, NSFRE was ably staffed by Trish Thomas until she joined Independent Sector. She was succeeded by Gail Campbell as Office Manager and bookkeeper, as well as Secretary of the NSFRE Institute. Susan Tice, as membership services coordinator, was followed by Carol Landberg, who most ably filled the position. This was the beginning of the transition from a volunteer-led organization to an organization led and managed by professional staff. It was a period of awkwardness and confusion. I'm not sure anyone could have done the job better than Jim Maxwell and his staff. In my second term, Bill McDanel chaired the search which successfully brought J. Richard Wilson to NSFRE as Executive Vice President in March of 1980.

I have often asked myself why I invested this much of my life in NSFRE. The answer is relatively simple: someone had done it for me, and I felt some obligation to pass what I had learned on to others. I will say it took a lot of time (my staff assures me that it took nearly half-time) and a great deal of money. Was it worth doing? The answer is an emphatic "YES"; particularly as I look at how well so many of the ideas we put on the agenda during my term have matured in subsequent terms under the direction of succeeding Chairmen and Boards.

I learned a vast amount in those two years as Chairman and, as I pointed out in my last "State of NSFRE" message, it was one of the most concentrated educational processes I have ever experienced. It was also humbling in the extreme. I wouldn't take a million dollars for the experience, but I wouldn't give a nickel to do it again!

The Administration of Robert C. Blum, 1980-1981

Robert C. Blum, chairman of Blum Associates, San Anselmo, California, was elected Chairman of the Board at the Annual Meeting in San Francisco in March 1980.

His account of his chairmanship follows:

At the start of my administration, I set forth a plan of developing *international ties* into a worldwide confederation of professional fund raisers. I'm happy to say that this was, to a great extent, fulfilled during the period:

- An agreement was negotiated with The Australian Institute of Fundraising, incorporating their 300 members as affiliates of NSFRE. A framework was developed for exchanging ideas, speakers, publications and services. This organization brought us into contact with professional fund raisers in Australia, New Zealand, India, South Africa and several other sections of the Far East.
- Negotiations were begun to bring about the independence of Canada by changing its status from that of a chapter to that of an independent though still affiliated organization.
- Our international conference was held for the first time outside the United States, in Toronto, Ontario, Canada (1982). Present at the conference were professional fund raisers from the United States, Canada, Mexico, England, Ireland, France and Australia.
- Preliminary conversations were held with representatives of fund raisers in the United Kingdom who were in the midst of forming a new organization of professional fund-raising managers.

The beginning of my administration coincided with the employment of J. Richard Wilson as Executive Vice President (later, this title was changed to President). The task which faced the organization, and which lay heavily on both our shoulders, was to re-structure NSFRE as an organization primarily volunteer-led with staff support to one staff-led with volunteer input in policy and grass-roots activities. This was a major wrenching change. Dick Wilson had to feel his way in building his staff and taking control of many activities. Jointly, a policy was developed to obtain outside consulting services until such time as there was sufficient budget to hire internal employees. Thus, beginning with St. Louis in 1981, the Annual Conference was changed from a volunteer-run activity to a staff-run activity by using paid consultants for program development and registration procedures as well as for conference management.

It was a time of growth. The number of chapters grew from 23 to 36, while the number of members increased from 1,899 to 2,913. This meant that the budget also grew, to a point where at last we were able to hire additional staff and become almost entirely a staff-run organization.

Much of the time was spent in establishing priorities. With only limited staff and volunteer resources, it was nearly impossible to accomplish all the aims of the organization. Consequently, it was my job to establish priorities for action on the part of staff as well as the Board. Often, these priorities needed to be revised as time passed. All these efforts, however, continued NSFRE's development as a

professional organization with a professionally managed national office servicing its members.

The NSFRE Institute, although relatively dormant, was used during this period to funnel the educational activities of the association. The overall NSFRE budget was changed from a total budget including the conference to a budget which included only the revenue from conference exhibits. The balance of the budget for the conference went through the Institute which acknowledged, finally, one of the main reasons for which the Institute was created.

The International Conference in St. Louis (1981) was a great success and showed increased revenue from the prior year. The following year in Toronto, the NSFRE Conference attracted over 800 people.

Another major effort was to increase income. This required a great deal of travel and involvement in new chapter development as well as in the expansion of existing chapters. For the purpose of growth, these priorities were deemed to be temporarily more important than increased services to members. With more funds from a greater number of chapters, it then became possible to improve the quality of public communications. The organization became more visible through the newsletter and through wider conference announcements. Simultaneously, the Board was concentrating on other activities which would have an impact on success in the chapters. The Chapter Presidents Council, chapter manuals, membership programs and so forth helped to keep costs low while still giving service to the members.

The external relations of the organization did not have a high priority during this transition. However, we endeavored to see that NSFRE was a presence in the overall philanthropic community. This involved many additional meetings, exchanges with the Chairs of CASE and NAHD. Dick Wilson was encouraged to convene the consortium in Washington which brought together the chief staff of key philanthropic organizations for ongoing and informal talks. We managed to increase our visibility with Independent Sector, the 501(c)(3) group, the FASB project, as well as with CASE, NAHD, AAFRC, United Way of America and many local organizations of fund raisers.

The Certification program became a reality. Almost ten years of effort had gone into the program which held its first examinations and conferred its first CFREs during my tenure. This made a major difference in the stature of NSFRE, not only in the eyes of the philanthropic community, but in the eyes of its own members. It certainly made a difference in our ability to recruit new chapters and explain the national impact of our professional society. We were truly thankful for the interest that Charles Johnson took in the Certification project, for it was on his recommendation that the Lilly Endowment made a grant of \$50,000 which initially financed the project. Many faithful Board members and chapters contributed to the fund as well.

Joan and I operate as a team in our business and our home. With both of us on the Board, Joan deliberately kept a low profile. Nevertheless, many of her ideas and help were significant in achieving the successes realized during my two year tenure. She didn't get the credit, I did. But it truly was a joint project.

The structure and organization which I inherited from Don Campbell was varied but continued in much the same way. The structure gave most participants on the Board meaningful activities. The coordination of the various groups and the utilization of multiple vice-chairs allowed the Board to really "work." Much of what I talk of in this summary seems personal and yet obviously the ones who most greatly helped were the members of the Executive Committee who were given specific tasks and did them, the Committee Chairs who accomplished their objectives under the aegis of the Vice Chairs, and the growing staff with its increasing competence.

The Administration of Thomas G. Sanberg, 1982-1983

Thomas G. Sanberg was elected Chairman of the Board at the Annual Meeting in Toronto in March 1982.

His account of his chairmanship follows:

In its 22nd year, NSFRE convened its Annual Conference on March 16, 1982 in Toronto, Canada, for the first time outside the United States. The Society's membership had just reached 3,000 and its conference drew a record attendance topping 800. As Director of Development for the Museum of Science and Industry (Chicago), I was elected to the Chair, becoming the first non-consultant since 1972 to lead the Society. I had been active for more than 10 years in national Society affairs, having served as Vice Chair of the Board prior to my election.

The all pervasive theme of my term was *Professionalism* — preached everywhere by all leaders in philanthropy. Educational opportunities were abundant. Workshops, conferences, and seminars on the local and national levels were held with increasing frequency. The Society was attracting young people — many of whom were women. Basic fund-raising techniques were the foundation of every session. NSFRE recognized its responsibility to entry-level fund-raising managers, and produced the best teaching techniques in the field.

Fund-raising executives were just beginning to feel the effects of President Reagan's Tax Reform Act of 1981. Cuts in federal aid were promised, and the social service and education components of the nonprofit world were to be hit the hardest. A great deal of pressure was placed on development people in those fields, and the Society's conferences — both at the national and chapter level, were filled with grave concern and conjecture as to the ultimate effect of the tax act.

The Society, through the NSFRE Institute, undertook to run an "Interstate Conference." The Education Division and the Board of Directors of NSFRE felt there was a need for a mini-national conference on the opposite side of the country from the National Conference to accommodate those unable to attend the annual conference. The first Interstate Conference was held in Phoenix in September 1982, and featured the track system that worked so well at national conferences.

Certification of fund-raising executives had become a reality the previous year with the first group of executives to receive their CFREs. Certification was to remain a vital Society activity for the next two years. This program, as well as the intensity of educational activity in the field, attested to the profession's desire to improve skills and learn new techniques. NSFRE was in the forefront of this widespread movement. The Society's leadership and organizational expertise brought professionalism to all parts of the country and into Canada.

A valued employee, Carol Landberg, known for her abilities and versatility, filled a number of positions simultaneously when the staff numbered only three people. She served ably during both Jim Maxwell's and Dick Wilson's administrations and moved away from Washington with her husband in 1982. Carol

employed Corazon D. Rivera in 1980 just after she had arrived from the Philippines, and Corky has served faithfully and well on the staff since that time.

The Society was in a strong growth period. At the end of 1982, NSFRE chartered its 49th chapter and finished the year with a modest surplus. The budget increased 22% to \$429,163, and Canada began to change its Chapter status to become a national society. Trips to Australia, France, and Great Britain by Blum and past chair, Don Campbell, CFRE, resulted in the establishment of relationships with fund-raising executives in those countries. NSFRE began to achieve international prominence.

fund-raising executives in those countries. NSFRE began to achieve international prominence.

Moving into 1983, the International Conference held in Boston drew an astonishing attendance of nearly 1,200. Nationally recognized speakers and new tracks for senior fund-raising managers were highlights of the meeting. Television and movie star, Hugh O'Brian, received an award — "Overall Philanthropic Excellence" — for his work with the Hugh O'Brian Youth Foundation. Barbara Marion, CFRE, president of FRA (San Francisco) was the first officer to be elected to the position of Chair-elect.

Sally Jean Smith, CFRE, Corcoran Gallery (Washington, D.C.) chaired the Chapter President's Council; and William McDanel, CFRE, president of McDanel Associates (Ft. Worth) chaired the Certification Council.

The Certification Board, chaired by Robert Pierpont, CFRE, vice president for development from Mt. Sinai Medical Center (New York), was close to certifying 400 fund-raising executives and becoming an august, prestige body in the philanthropic community.

Several activities were sponsored by the Society in 1983. One, a substantive study of public attitudes toward fund raising and fund-raising managers, was conducted nationally by Rutgers University's graduate business school students. It is to form the basis for a national public relations/promotion program for the profession. Another milestone was the first conference for senior fund-raising managers which was held at the Scanticon-Princeton Conference Center in Princeton, N.J. Thirty-seven leaders in the field spent 24 intensive hours listening, discussing, and exchanging views on advanced fund-raising strategies and management techniques.

The Board of Directors of NSFRE finally faced the growing problem of a greatly oversized Board of Directors. With the growth of chapters and By-laws providing for three chapter representatives for each chapter, 15 elected and 3 appointed members-at-large, plus national officers, the size of the Board was approaching 200. The By-laws were changed and the Board reduced its size to about 125, providing for only nominal growth based on proportional representation. The new By-laws changed the date for election of officers and directors so they would take place at the final Board meeting of each calendar year. These were significant steps in the *governance* of the Society.

The NSFRE Institute had a major revival with the election of Charles E. Lawson, CFRE, President of Brakeley, John Price Jones Inc. (New York) as president. Up to this point, the Institute's role vis-a-vis the Society was not clearly understood. It served to sponsor research efforts, such as the cost-study program, and to accept tax-free contributions such as those which financed the development of the Certification program. Its mission had not been clearly outlined, however.

Robert Blum had much to do with the development of the Institute into an organization which provided official sponsorship for the Society's educational programs; Robert Pierpont, Byron Welch and Ralph Chamberlain also provided

effective leadership for the Institute as it worked through its role in the Society and began to become a viable funding source.

Under Lawson's leadership, the Institute revised its goals, developed a comprehensive plan, created an advancement fund, launched a major fund drive, and infused the Board with a group of new directors. Chuck Lawson went on to achieve all of these goals well before the completion of his three-year term as President.

Other highlights of the year included a retreat by the Cabinet at which a five-year plan was hammered out over a two-and-a-half day period. Led by past chairman Henry Goldstein, CFRE, president of The Oram Group, Inc. (New York), this high-level planning session enabled the NSFRE leadership to come together, better understand each other, focus on the issues of the Society and the profession, and come away with new goals and directions.

The year 1983 closed with a membership standing at just under 5,000, and an approved 1984 budget of \$619,000 (up 85% over 1981). During the year, the President, Dick Wilson, was able to hire two more professionals for the staff — Tom Benjamin, CFRE, director of administration, who came to us from Benjamin Associates in Buffalo, and Mary Lou Coleman, director of education, who came from a similar position at CASE. With support people, the staff had grown from four to a total of nine in two short years. Middle management positions were filled by persons who proved to be competent staff members . . . Stacy O'Connor, Debbi Miller, Rita Renner, and Ann Cavendish.

The Society was in excellent condition fiscally and administratively with a strong sense of purpose and full, unqualified support from the whole philanthropic community.

The Administration of Barbara H. Marion, 1984-1985

NSFRE's current Chair, Barbara H. Marion, president of FRA, San Francisco, reflects on her administration:

A critical change had taken place in our method of governance. We now had a fiscal year that matched the calendar year. More importantly, we held elections during the last meeting of the year, with candidates taking office on January 1. At last, a new administration could plan in advance, openly and officially, and hit the ground running. This new maturity permitted the Tiburon Retreat, where outgoing and incoming leadership met to develop strategies for a smooth transition and to agree upon principles of governance within previously-established policy. The two overriding principles that were reaffirmed were:

1. That NSFRE is a membership organization comprised of paid professional fund-raising executives from all disciplines and from all levels of experience.
2. That NSFRE will continue to serve entry-level professionals while, at the same time, increasing service to the senior professionals and to those who advanced toward greater specialization and/or more specific disciplines.

Because of the able leadership of those who had gone before, NSFRE was, at last, financially and politically stable with a Board that was dedicated to progress through process and manageable in size. The Board was ready to be outwardly directed away from the internal, dominated by issues of governance, toward the external, concentrating on the profession specifically and philanthropy in general.

The pivot that permitted this dramatic turn was the stability given to the Society by a dedicated, hardworking, detail-directed staff which had been assembled and choreographed by J. Richard Wilson, now in his fifth year with the Society as its President and CEO. There is no doubt in my mind that professional staff, specifically in the person of Dick Wilson, afforded NSFRE the springboard it needed to leap from having an operations-oriented Board of Directors to a policy-making body; to reach outward, away from issues that affect the Society and toward issues that affect the profession.

1984 and 1985 saw tremendous growth and change both within our profession and, in response, within the Society. Explosive growth in the numbers of non-profit organizations coupled with a reduction in government support brought a dramatic increase in the number of individuals entering the profession. NSFRE ran willingly and eagerly to meet the needs of those increasing numbers, to embrace them and, most importantly, to imbue them with a sense of the responsibilities attendant upon being a true professional. Certification and dissemination of our Code of Ethics and Professional Practices remained a high priority. Professional education and chapter growth dominated our energies and expenditures. Indeed, we looked up from ourselves and saw where we should be headed, the voids we had to fill. To quote the 1984 Annual Report:

"It seems that, across the country, our members have awakened to the

magnitude of change around us and, more importantly, to the realization that we, as individuals and as an organization, can, must and will have a voice in directing that change. We are beginning to understand our strength and the force of our impact."

To prove our readiness, we launched into arenas we had previously considered but not attempted, as well as arenas that were new but instantly recognized as appropriate for this outwardly directed time. Our Silver Anniversary year was to be a time when we honored the past with affection, but pursued the future with vigor.

We formed a Marketing Committee that represented all divisions of the Society's interests . . . member services, external affairs, professional advancement and certification. This effort to enhance the visibility of the Society and its goals led to the recruitment of the Society's first Director of Marketing, Gale Clarke.

The vounteer leadership of the major organizations representing the fundraising professionals — AAFRC, CASE, NAHD and NSFRE — gathered, at the invitation of NSFRE, in a historic first meeting to discuss issues of common interest including uniform articles for our separate codes of ethics, a system of shared credentialing, increased professional education, shared research and library resources, plus cooperation on legislative concerns.

Through the efforts of its External Affairs Division, NSFRE, with NAHD and Independent Sector, co-hosted an overwhelmingly successful conference, "Capitol Hill Days." The conference met to plan strategies about current and future threats to the favorable tax status afforded to nonprofit organizations and their contributors.

The Ethics Committee launched a two-year program to heighten awareness of the Society's Code of Ethics and Professional Practices among members and non-members. It also undertook responsibility for developing position papers for NSFRE's stance on issues such as the greater use of staff in the solicitation of gifts, the entry of nonprofit organizations into profit-making activities, standards for corporate matching gift programs, standards for recertification and, most difficult of all, enforcement procedures for the Society's Code of Ethics.

The Professional Advancement Division developed and presented "A First Course in Fund Raising" which will become professionally managed and administered. This program will be available beyond NSFRE and its chapters as a model educational offering for new professionals. A core group of presenters for the multitude of NSFRE-sponsored courses will be professionally trained.

With all of this outreach, we did not neglect our own organization or the chapters from which we draw our strength, our purpose and our leadership. The numbers, as of June 1985, midway through our Anniversary Year, looked impressive:

- 5,400 members
- 70 chapters in
- 40 states
- 133 national board members
- 854 different educational programs, and a
- \$814,000 budget, including a
- \$5,000 start-up fund for new chapters

Behind the numbers were more meaningful accomplishments that reflected the Society's commitment to the future. The formation of a Minorities Task Force addressed the participation, advancement of and service to minorities in NSFRE and throughout the profession.

Ways are being explored to increase the involvement of planned giving practi-

tioners within NSFRE.

The Canadian Society of Fund Raising Executives was officially removed from the roll of chapters as it proudly, and with warm support from NSFRE, assumed its proper role as a separate, independent professional society in what may become an international federation of national societies.

Our national headquarters was moved from Washington, D.C. to greatly expanded space in Alexandria, Virginia on a lease with option to buy. This new office will house our soon-to-be dedicated national fund-raising library, as well as our greatly expanded staff, which now numbers a record-breaking 14.

The 501(c)(3) arm of the Society, the National Society of Fund Raising Executives Institute, continues to be an important and vital component in meeting the Society's goals. Not only does the Institute undertake vigorous fund-raising efforts to support the Society's educational programs, it also affords 501(c)(3) benefits for interested chapters.

The Professional Advancement Division began the development of the case statement for Advanced Certification. This will form the basis for the Institute's grant-seeking activities seeking funding for this next step in the credentialing process.

Final Reflections

Through the diligent dedication of all involved — staff; past, current and future leadership; members and chapters — NSFRE has begun to assume the leadership role appropriate to the organization that represents the individual practitioner, all disciplines, all levels of experience; the organization which clearly draws its strength from its grassroots, the chapters.

We have the capacity and the opportunity to serve the profession and its future. We are in a unique position, poised, ready to move forward toward clearly defined goals — enhancement of the profession, preservation of philanthropy. We have evolved through our growing pains of internal conflict and financial instability into a mature awareness of what we are and where our strengths lie. We are a federation of strong chapters and a partnership of volunteers and staff. An organization run by active, vocal, dedicated representatives from every chapter melded into a national Board large enough to startle and amaze most organizational professionals. However, the size works for us. Its variety, its involvement, its loyal criticism, its taproots, all create an exquisite tension that produces the energy for our forward motion.

Our organizational future is full of promise and brimming with challenges. We are ready.

ACKNOWLEDGEMENT

This history is the work of many whose diligent efforts and fine contributions made it possible.

Past volunteer leaders of NSFRE were consulted as principal sources, for these key leaders have maintained the most comprehensive knowledge of the Society's affairs and have been able to put its development into perspective.

Donald A. Campbell, Jr., Robert C. Blum, Thomas G. Sanberg and Barbara H. Marion each wrote personal histories of their respective administrations. These are included here substantially in full. Henry Goldstein wrote a "A Brief Memoir," which is included in part, and supplemented by material written by the author. Byron Welch's contribution includes background information regarding the very beginnings of NSFRE as well as a history of the formation of the Texas Chapter. Only the portions pertaining to his administration are quoted here, and supplemented by materials written by the author.

Jess Speidel, II, contributed notes on his administration; Ralph E. Chamberlain, Norman Smith and William Simms consulted their archives and memories and granted interviews (as did Hank Goldstein in addition to his written memoir). John J. Schwartz, Robert Pierpont, Nike Whitcomb and others contributed materials on special topics.

J. Richard Wilson, as the current NSFRE President and leader of the NSFRE staff, was asked by the author to offer his own summation of NSFRE's development for the years 1980-1985.

The remainder of this work, together with these reminiscences, provides a valuable addition to the Archives history of NSFRE. It deserves to be published in full in a different kind of history — a scholarly one.

This history would also have been impossible to complete without the efforts of the many unknown people who, in the course of the past 25 years, compiled, collected and catalogued those materials which constitute the superb archives preserved in our national office.

J. Richard Wilson, Thomas P. Benjamin, Gale Clarke, Stacy O'Connor, Rita Renner, Corky Rivera, and the entire staff of the National Office were welcoming and helpful when the author spent three days, including a Saturday, at the office doing research. J. Richard Wilson, Kay Partney Lautman, and Rita Renner edited the entire text and Gale Clarke has handled the complicated and myriad details of physical production and publication.

Finally, the author would like to express special personal gratitude to Dr. Paul R. Conroy, teacher and historian, who taught him the art and uses of history.

EPILOGUE

Some common threads run through the stories told in this history by our elected national leaders:

First, there has been a continuing, crusading effort to bring more and more professionalism to fund raising;

Second, NSFRE as a national organization didn't just come into being . . . it was built over the years, chapter by chapter, into what it is today;

Third, national conferences were *always* popular with us and thus were successful; they gave us a showpiece and helped us become known;

Fourth, NSFRE early on took on the responsibility of teaching fund-raising skills to all those in fund-raising, at every experience level and from every discipline . . . and it has been done largely at the local level so that educational opportunity has been within the reach of people;

Fifth, there has been a tremendous commitment and an unusual contribution of time, interest and resources by our national and chapter leadership. I salute them all!

Finally, there has always been a persistent goal to have adequate staffing for the Society.

My further reflections, however, cover just the five years I have served as chief executive officer. In that time, we have grown a lot and much has happened.

We have changed from what was largely an organization of state chapters into one with chapters in most metropolitan areas of the country.

Almost all of the fastest growing cities of American now have chapters. We have seen the strongest growth in the southeast, mid-America, and northwest, and in Texas, Florida and California. The result: membership growth from 1,899 to 5,400, chapters from 23 to 70.

We have, in the last few years, taken on the most serious responsibility ever assumed by our Society . . . the certification of fund-raising executives.

We have opened our membership, our leadership positions and our conference sessions to all, and there is a blending of people such as we have never seen before.

We have learned to live comfortably with a very large national Board of Directors rather than give up the concept of every chapter having a direct voice in determining the course of the Society.

We have resolved our deficits, started a reserve fund and created an endowment.

Our foundation, the NSFRE Institute, has taken on a new resolve and we are contributing to enable it to do more to serve the profession.

We have seen the development of an awards program at our National Conference and in our chapters mature into a great National Awards Program for the Society, probably our most effective public relations program.

With only a few more yet to add, our staff has been developed. A delicate balance of leadership has been achieved resulting in a great partnership of board and staff, giving leadership together.

We have networked with kindred groups in a positive way so as to bring new dimensions and impetus to our programs.

Today, much more is expected of us than ever before in our history. The volume of mail and the number of telephone calls is astounding. We can expect growth and activity to con-

tinue in the years just ahead, and together we will be facing such challenges as:

- to provide for our profession an orderly career path from newcomer to intern, from intern to certified fund-raising executive . . . with a strong, supporting educational program;
- to recognize the areas of specialization developing in the profession and provide the means to serve our members at this time as specialists and provide appropriate credentials;
- to come to grips with our responsibility to speak out and defend and to enforce our Code of Ethics;
- to make the decisions and set the course for our appropriate level of active involvement in public affairs;
- to provide new and effective ways to bring services to our growing number of chapters, responding to their needs;
- to assemble the body of knowledge in fund raising and make it easily accessible to our members;
- to know more about our profession . . . what makes for success, what are the trends, how will the changes taking place affect our future.

Now, after 25 years of building, growing and developing, NSFRE is in a position to meet such challenges and many more that will come our way.

J. Richard Wilson

Table A

**NATIONAL SOCIETY OF FUND RAISING EXECUTIVES
ANNUAL CONFERENCES**

1963	Suffern, New York Motel-on-the-Mountain	"The Future of American Philanthropy"
1964	Suffern, New York Motel-on-the-Mountain	"The Uninhibited Billions"
1965	Washington, D.C. Shoreham Hotel	"Philanthropy and the Government"
1966	New York City Waldorf-Astoria Hotel	"The Fund Raiser in Philanthropy"
1968	New York City New York Hilton Hotel	"The Future Look of Philanthropy"
1969	Philadelphia Bellevue-Stratford Hotel	Discussion Groups
1970	Dallas Hilton Inn Hotel	"Techniques for the 70's"
1972	Chicago	"A Volunteer's Look at Fund Raising"
1973	Anaheim, California Disneyland Hotel	
1974		NSFR Seminars in various locations
1975	New York City Biltmore Hotel	"Philanthropy 1975 — What's Ahead?"
1976	Philadelphia Bellevue-Stratford Hotel	"Philanthropy in Century III"
1977	Chicago Hyatt Regency Hotel	"International Conference on Fund Raising and Philanthropy"

1978	Los Angeles Airport Marriott Hotel	“Philanthropy — the American Way”
1979	Washington, D.C. Regency Hyatt Hotel	“The State of the Union’s Philanthropy: A Multi-Million Dollar Commitment”
1980	San Francisco Sheraton Palace Hotel	“The Golden Gate to FR Success”
1981	St. Louis Sheraton St. Louis Hotel	“Sightlines into the 80’s”
1982	Toronto, Ontario Royal York Hotel	“Giving in a Changing World”
1983	Boston Sheraton Boston Hotel	“The Revolutionary Challenge to Philanthropy”
1984	Los Angeles Biltmore Hotel	“Go for the Gold”
1985	Houston Shamrock Hilton Hotel	“25 Years Serving Philanthropy America’s Heritage”
1986	Chicago Chicago Marriott Hotel	“Ready or Not . . . Here Comes the Future”

Table B

National Society of Fund Raising Executives
NATIONAL OFFICERS

1985 OFFICERS

Chairman of the Board
Barbara H. Marion, CFRE

Chair-Elect
John R. Miltner, CFRE

Vice Chair — Governance
Irwin Brod, CFRE

Vice Chair — Professional Advancement
Sarah C. Coviello, CFRE

Vice Chair — External Affairs
Marshall Monroe, CFRE

Vice Chair — Member Services
C.C. "Jitter" Nolen, CFRE

Treasurer
Delmar Staecker, CFRE

Assistant Treasurer
Benjamin F. Kelley, Jr., CFRE

Secretary
Carolyn Martchenke, CFRE

Assistant Secretary
Shirley A. Brown, CFRE

1984 OFFICERS

Chair of the Board
Barbara H. Marion, CFRE

Vice Chair — Professional Advancement
C. Wilson Schroeder, CFRE

Vice Chair — External Affairs
Sarah C. Coviello, CFRE

Vice Chair — Governance
Linda L. Chew, CFRE

Vice Chair — Member Services
John R. Miltner, CFRE

Secretary
Jeanne Williams, CFRE

Assistant Secretary
Carolyn Martchenke, CFRE

Treasurer
Irwin Brod, CFRE

Assistant Treasurer
Thomas A. Frazier, CFRE

1983 OFFICERS

Chairman of the Board
Thomas G. Sanberg, CFRE

Chair-Elect
Barbara H. Marion, CFRE

Vice Chair — Education
Linda L. Chew, CFRE

Vice Chair — External Affairs
Sarah C. Coviello, CFRE

Vice Chair — Governance
C. Alvin Tolin

Vice Chair — Membership
John R. Miltner, CFRE

Secretary
Jeanne Williams, CFRE

Assistant Secretary
Carolyn Martchenke, CFRE

Treasurer
Frances MacAllister, CFRE

Assistant Treasurer
Irwin Brod, CFRE

President
J. Richard Wilson, CFRE

1982 OFFICERS

Chairman of the Board
Thomas G. Sanberg, CFRE

Chair-Elect
Barbara H. Marion, CFRE

Vice Chairs
Linda L. Chew, CFRE
Sarah C. Coviello, CFRE
Samuel Rogers, CFRE
C. Alvin Tolin

Secretary
William G. McDanel, CFRE

Assistant Secretary
Jeanne Williams, CFRE

Treasurer
Donald J. Johnson, CFRE

Assistant Treasurer
Frances MacAllister, CFRE

President
J. Richard Wilson, CFRE

1981 OFFICERS

Chairman of the Board
Robert C. Blum

Vice Chairs
Sarah C. Coviello
Barbara H. Marion,
William G. McDanel
Thomas G. Sanberg,

Secretary
Diane H. Carlson

Assistant Secretary
David W. Canfield

Treasurer
Donald J. Johnson

Assistant Treasurer
Marie M. Drummond

Executive Vice President
J. Richard Wilson,

1980 OFFICERS

Chairman of the Board
Donald A. Campbell, Jr.

Vice Chairman
William E. Arnold
Robert C. Blum
Jack R. Bohlen
Stephen J. Smallwood

Secretary
Dorothy H. Sutherland

Assistant Secretary
Herbert G. Howard

Treasurer
C. Alvin Tolin

Assistant Treasurer
C. Wilson Schroeder

Executive Vice President
J. Richard Wilson

1979 OFFICERS

Chairman of the Board
Donald A. Campbell, Jr.

Vice Chairman
William E. Arnold
Robert C. Blum
Stephen J. Smallwood
Jack R. Bohlen
William Freyd

Secretary
Dorothy H. Sutherland

Assistant Secretary
Herbert G. Howard

Treasurer
C. Alvin Tolin

Assistant Treasurer
C. Wilson Schroeder

Executive Vice President
James L. Maxwell

1978 OFFICERS

Chairman of the Board
Donald A. Campbell, Jr.

Vice Chairman
James L. Maxwell
William E. Arnold
Stephen J. Smallwood
Robert C. Blum

Secretary
Dorothy H. Sutherland

Assistant Secretary
Herbert G. Howard

Treasurer
C. Alvin Tolin

Assistant Treasurer
C. Wilson Schroeder

1977 OFFICERS

Chairman of the Board
Byron Welch

Vice Presidents
William E. Arnold
Jack R. Bohlen

Secretary
M. H. "Skip" Hobson

Assistant Secretary
Helen O'Rourke

Treasurer
William Freyd

Assistant Treasurer
Stephen Smallwood

Executive Vice President
Fletcher Hall

1976 OFFICERS

Chairman of the Board
Henry Goldstein

President
Byron Welch

Vice Presidents
Jack R. Bohlen
William E. Arnold

Secretary
M. H. "Skip" Hobson

Assistant Secretary
Helen O'Rourke

Treasurer
Harold A. Ifft

Assistant Treasurer
Jess W. Speidel, II

NSFR Administrator
Laura L. Speidel

1975 OFFICERS

Chairman of the Board
Henry Goldstein

President
Byron Welch

Vice Presidents
M. H. "Skip" Hobson
Jack R. Bohlen

Secretary
C. Wilson Schroeder

Assistant Secretary
Helen O'Rourke

Treasurer
Harold A. Ifft

Assistant Treasurer
Jess W. Speidel, II

NSFR Administrator
Laura L. Speidel

1974 OFFICERS

Chairman of the Board

Norman C. Smith

President

Henry Goldstein

Vice Presidents

Byron Welch

M. H. "Skip" Hobson

Secretary

Donald F. Flathman

Assistant Secretary

Helen O'Rourke

Treasurer

Jess W. Speidel, II

Assistant Treasurer

Harold A. Ifft

1973 OFFICERS

Chairman of the Board

Norman C. Smith

President

Henry Goldstein

Vice Presidents

Byron Welch

Jerry Watkins, Sr.

Secretary

Donald F. Flathman

Assistant Secretary

Helen O'Rourke

Treasurer

Jess W. Speidel, II

Assistant Treasurer

John Wallace

1972 OFFICERS

Chairman of the Board

Robert V. Donahoe

President

Norman C. Smith

Vice Presidents

Robert Pierpont

John L. Wallace

Secretary

Henry Goldstein

Assistant Secretary

J. O. Newberry

Treasurer

Jess W. Speidel, II

Assistant Treasurer

Gardner E. Campbell, Jr.

1970-1971 OFFICERS

Chairman of the Board
Ralph E. Chamberlain

President
Robert V. Donahoe

First Vice President
Robert Pierpont

Second Vice President
Norman C. Smith

Secretary
Harry Aschkinasi

Assistant Secretary
J. Alexander MacMurtrie

Treasurer
John L. Wallace

Assistant Treasurer
David Mahler

1969 OFFICERS

Chairman of the Board
Ralph E. Chamberlain

President
Robert V. Donahoe

First Vice President
Ray Carmichael

Second Vice President
Robert Pierpont

Secretary
Harry Aschkinasi

Assistant Secretary
Morris H. Craig

Treasurer
John L. Wallace

Assistant Treasurer
David Mahler

1968 OFFICERS

Chairman of the Board
Jess W. Speidel, II

President
Ralph E. Chamberlain

First Vice President
Aaron D. Duberstein

Second Vice President
Barnet M. Deutch

Secretary
Harry Aschkinasi

Assistant Secretary
Robert V. Donahoe

Treasurer
John L. Wallace

Assistant Treasurer
Ray Carmichael

1967 OFFICERS

Chairman of the Board
Dr. Abel A. Hanson

President
Ralph E. Chamberlain

First Vice President
Aaron D. Duberstein

Second Vice President
Barnet M. Deutch

Secretary
Harry Aschkinasi

Assistant Secretary
Charles F. Isaacks

Treasurer
John L. Wallace

Assistant Treasurer
Ray Carmichael

1966 OFFICERS

Chairman of the Board
Dr. Abel A. Hanson

President
K. Brent Woodruff

First Vice President
Ralph E. Chamberlain

Second Vice President
Barnet M. Deutch

Secretary
Harry Aschkinasi

Assistant Secretary
John L. Wallace

Treasurer
Emanuel Greenfield

Assistant Treasurer
Ray Carmichael

1965 OFFICERS

Chairman of the Board
Dr. Abel A. Hanson

President
Jess W. Speidel, II

First Vice President
K. Brent Woodruff

Second Vice President
Benjamin Sklar

Secretary
Mrs. Roy H. Fricken

Assistant Secretary
Harry Aschkinasi

Treasurer
Emanuel Greenfield

Assistant Treasurer
Ralph E. Chamberlain

1964 OFFICERS

Chairman of the Board
Dr. Abel A. Hanson

President
Jess W. Speidel, II

First Vice President
George A. Brakeley, Jr.

Second Vice President
W. Brent Woodruff

Secretary
Mrs. Roy H. Fricken

Treasurer and Finance Chairman
Emanuel Greenfield

1963 OFFICERS

President
Dr. Abel A. Hanson

Vice President
Harry Rosen

Secretary
Emily Klinkhart

Assistant Secretary
Stella Koenig

Treasurer
E. Burr Gibson

Assistant Treasurer
Emanuel Greenfield

Table C

NSFRE INSTITUTE

NSFRE Institute Presidents

1975 - 1977	Robert Pierpont, CFRE
1978 - 1979	Robert C. Blum, CFRE
1980 - 1982	Byron Welch, CFRE
1983 - 1985	Charles E. Lawson, CFRE

MISSION AND GOALS ADOPTED 1984

MISSION STATEMENT

The NSFRE Institute shall strive to enhance philanthropy and volunteerism through programs of education, research and service to benefit all those who lead, serve and support not-for-profit institutions. We do this to serve the best interests of the National Society of Fund Raising Executives, of the NSFRE Institute, and of society itself.

GOALS

1. Enable NSFRE to promote the cause of philanthropy and volunteerism by fostering activities that will facilitate the flow of philanthropic support to the Society and the Institute.
2. Provide opportunities for fund-raising executives to contribute of themselves to the elevation of their profession and the well-being of the institutions and organizations they serve.
3. Stimulate, sponsor and conduct educational programs for professionals and volunteers.
4. Stimulate and sponsor research to enhance the professional and philanthropic bodies of knowledge.
5. Promote public understanding of and involvement in the philanthropic process.
6. Stimulate and sponsor programs to implement the granting of credentials to fund-raising executives.
7. Stimulate and sponsor the dissemination of ethical standards related to philanthropy and volunteerism particularly as they relate to the establishment of principles for fund-raising executives.
8. Develop and assist in the publication and dissemination of information related to philanthropy and volunteerism.

9. Encourage professional advancement and leadership development through financial aid to qualified individuals for participation in NSFRE recognized programs and conferences.

Table D

**National Society of Fund Raising Executives
FOUNDING OF THE CHAPTERS**

<i>YEAR</i>	<i>CHAPTER</i>	<i>FOUNDING PRESIDENT</i>
1964	New York: Greater New York	John J. Schwartz
1965	Greater Washington, D.C.	K. Brent Woodruff
1967	Massachusetts	Bernard Delman
1968	California: Greater Los Angeles Georgia Texas Society of Fund Raisers (1974 - Southwest Society of Fund Raisers)	George Johnstone Henry T. Wingate Byron Welch
1969	Pennsylvania: Delaware Valley	George King
1970	Minnesota	Robert J. Rees
1971	California: Northern (Current Name: Golden Gate)	Larry Dickson
1972	Maryland	Clifford Culp
1973	Wisconsin	C. Wilson Schroeder
1974	California: San Diego New Jersey Missouri: St. Louis	Clarke McElmury Frank Whitley William Keenan
1975	Florida: Gold Coast (Current Name: South Florida)	Thomas G. Sanberg
1976	Illinois: Chicago	Donald A. Campbell, Jr.
1978	Arizona: Greater	Skip Hobson

Table D (continued)

<i>YEAR</i>	<i>CHAPTER</i>	<i>FOUNDING PRESIDENT</i>
1979	Michigan Ohio: Central Texas: Houston Texas: Dallas	Robert Getz Kenneth Hoyt Jack Kehrberg Joyce Boyd
1980	Alabama Arkansas Connecticut Florida: Suncoast Louisiana Oklahoma Pennsylvania: Central Pennsylvania: Western New York: Genessee Valley Texas: Ft. Worth	William Roth Edwin Shafer Joseph Coffey Daniel Biggs Rose Marie Wilkinson James Reid Larry Merris Jeanne Williams Edward Moran/Robert Clinger William G. McDanel
1981	New York: Hudson-Mohawk New York: Western Tennessee: Nashville Rhode Island	Paul Jones Patricia Ulterino Delmar Staecker Eva Heroux/Franklyn Cook
1982	Florida: Central Illinois: Central Indiana Iowa Kansas: Wichita Nebraska New Mexico Ohio: Northern Oklahoma: Eastern Virginia: First Wisconsin: Upper Mississippi Valley Colorado	James Donovan Dr. Ian Sturrock Dan Nicosan Ellene Mitchell Charles Alberti, Ph.D. Richard Jennings James Robinson Erwin Dieckmann Pauletta Henry Claiborne Willcox, Jr. Al Saterbak Joseph Maloney
1983	California: Orange County North Dakota	Dorothy Sutherland Paul Strawhecker
1984	Arizona: Southern California: Central Valley Delaware: Brandywine Florida: Palm Beach Illinois: Rockford Missouri: Kansas City Missouri: Central Nevada: Southern New York: Central New Hampshire/Vermont Oregon Texas: Austin	Barbara Levy David Barnes J. Cameron Yorkston Mary Bymel Thomas DuFault Don Organ Dan Sullivan Beverly Carlino William L. Corcoran Carolyn McNellis Clifford Mansley Fred Bleeke

Table D (continued)

<i>YEAR</i>	<i>CHAPTER</i>	<i>FOUNDING PRESIDENT</i>
	Texas: San Antonio	Diane McAlister
	Texas: Waco	Thomas Strother
	Washington	Patricia Lewis
1985	Michigan: Western	Russell Gabier
	North Carolina: Charlotte	Kimm Jolly
	New Jersey: Mid-State	Jennifer Rice
	Tennessee: Memphis	Leo Arnoult