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Leading Edge Special Edition

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Coming in December

Watch your inbox for the next issue of *Leading Edge e-news* coming in December.

There will be a look back at 2012 highlights in philanthropy and fundraising from Melissa Brown (**Melissa S. Brown & Associates**), as well as Alice Ferris' (**GoalBusters Consulting**) take on the commitment the CFRE credential shows to staying current and effective in the profession of fundraising.

You won't want to miss it!

"What Is It that You Really Believe In?" Gene Tempel on the Keys to Successful Management and Leadership in Fundraising



As Founding Dean at the new School of Philanthropy at Indiana University-Purdue University Indianapolis (IUPUI), Dr. Eugene R. Tempel is often asked for advice by participants at The Fund Raising School. Before offering his counsel, however, Tempel usually strikes a deal: he'll answer their questions if they're willing to answer a few of his own first.

"I ask them, 'What is it that you really believe in? What do you want to do?'" explains Tempel. "Then they open up and tell you their stories. You learn about the things that had an impact on their life, the events that determined what they care about and believe in."

In Tempel's case, the earliest formative event occurred when he was 7 years old. That was when his family's house burned down, destroying everything they owned. The way the community rallied to his family's aid and helped them rebuild their lives had a powerful impact on him, and it instilled a lifelong desire to understand why people are motivated to give to others. His curiosity led him first to study education (he earned a

B.A. and M.A. in education, and ultimately an Ed.D. in Higher Education Administration from Indiana University) and then to study fundraising. This led him, in 1980, to attend a class in the techniques of fundraising taught by the legendary Henry A. Rosso, co-founder of The Fund Raising School, which later relocated to the IUPUI campus. Rosso's emphasis on experiential learning and standardization of practice meshed with Tempel's interests. In the 30 years since taking Rosso's course, Tempel has become one of the country's most widely recognized experts in nonprofit management and philanthropy.

"One of the lessons I've learned is that it takes good management and organizational leadership skills to build a fundraising program," says Tempel, who is also President Emeritus of the Indiana University Foundation. "It's not just about how to interact with a donor and having good speaking skills." Today's boards and donors expect effective leadership and fiscal accountability, he says, and as a result nonprofit leaders need to be able to articulate and quantify outputs and impacts as well as recognize the value of inputs in the form of gifts. "I think it will take a generation or two of people with those skills to transform the profession, but it will ultimately enhance what we do and build more trust with donors," he says.

Even though there are many more undergraduate and graduate programs in nonprofit management today than there were just a decade ago, Tempel is concerned that the supply of qualified leaders can't keep up with current or anticipated future demand – especially in countries where professional nonprofit sectors are just emerging. "All of this growth demands training and resources for education," he says. "The resources to meet the international demand are just not available now."

Meeting that international demand is a top priority for Tempel, who as Founding Dean is currently leading

the planning and organization of the new School of Philanthropy at IUPUI. "We find that our students—of every nationality—believe deeply in the international interactions and experiences they get in our program," he says. "This gives our students insight into different aspects of philanthropy, and they also get to see the impact of philanthropy here and elsewhere." Tempel points out that while studying abroad, many of his students are learning effective practices that they are eager to try at home. He's pleased to see that many nonprofit management programs are, like The Fund Raising School, developing robust international components to try and meet the demand.

As professional standards of practice become more standardized and widespread, Tempel says the CFRE certification will continue to play an important role. "It is valuable as a baseline credential," he says. "It offers a common understanding of what's worth knowing in fundraising" – much like what Hank Rosso set out to do 30 years ago. Tempel says that he encourages students and executives alike to seek the credential, even if they already have advanced degrees. "I think we should aim at getting all fundraisers to seek it," he says.

When his students have finished telling Tempel their stories and it's time for him to offer his advice, he begins – not surprisingly – by discussing the importance of a broad education. "I try to encourage young people to not underestimate the value of the humanities in this endeavor," he says. He recommends Douglas McGregor's classic, influential book *The Human Side of Enterprise*, which points out that organizations are not inorganic entities but rather are comprised of human beings. And that's something that leaders need to remember – they're leading people, not institutions. "You don't want to become a technician," he points out. "Rather, you want to practice with a full appreciation of the value of the humanities and ethics. It's your belief in what you do that gives you the energy to accomplish things."

As professionals move up the career ladder, Tempel says, leadership becomes an ever more important consideration. "Look for courses on management training and especially on leadership training," he suggests. "Many organizations, especially large ones, offer opportunities to participate in leadership institutes." Leaders need to develop an understanding of how philanthropy and nonprofits do their work, and of their importance in society, he says, and to hold themselves and others accountable for the effective use of the funds they steward.

Leaders tend to read voraciously. Tempel recommends John W. Gardner's essay, "The Tasks of Leadership," which is available on the web from many sources. "Leadership is not just management," says Tempel. "It's about representing your organization externally, helping others create a vision for your organization, and helping others around you to develop, too."

"If you're going to be at the top, not just as a fundraiser but as a manager of an organization, learn how to work with a board and how to engage volunteers," says Tempel. "I encourage people to get involved as a volunteer with the board of an organization that supports a cause with which they identify. Being a volunteer can be a very rewarding experience, but it can also give you a perspective on how an organization impacts volunteers."

"For people who don't have an advanced degree, I recommend they earn one, or at least work toward one," he adds. "If you can't go back to school full-time, then maybe go to school part-time. Or take an online program in philanthropy, philanthropic studies, or nonprofit management. It will help you think more carefully about what you do."

In addition, Tempel suggests looking for ways to demonstrate willingness to be a leader right now. "For example, volunteer to take on new responsibilities without asking for a new job title," he suggests. "Seek out opportunities to gain experience with planning and budgeting, both for fundraising and strategically for the organization. Pay attention to outcomes and impacts, which help you make a better case for additional investments in fundraising."

"Too often we're not conscious of what it takes to defend what we're doing," he notes.

Experience and mentorship are also crucial for ensuring a fulfilling career, Tempel explains. "When young people get their first jobs, I emphasize to them the importance of working in the organization for at least three years," he says. "Instead of taking a job and then just moving on, find a place with a good mentor, someone who will guide you and answer your questions, who will help you grow and develop." According to Tempel, one sign of true professionals is their willingness to seek mentorship opportunities throughout their careers, no matter how senior their position. "There's always someone who can mentor you to the next level," he says. "There will always be something more that you can learn."

Dr. Eugene R. Tempel is a nationally recognized expert in the study and practice of philanthropy and nonprofit management. His career includes more than two decades in higher education administration,

*fundraising, and teaching. For eleven of those years, he served as executive director of **The Center on Philanthropy at Indiana University**, a leading national resource for nonprofit education, research, training, and public service programs. He is a member of several boards, past chair of the Indiana Commission on Community Service and Volunteerism, the first elected president of the **Nonprofit Academic Centers Council**, and a member of **INDEPENDENT SECTOR's** Expert Advisory Panel that created national guidelines for nonprofit governance and ethical behavior. He is the author and co-author of several works in the field and has won numerous awards. He earned his bachelor's degree from **St. Benedict College**, and his M.A. and Ed.D. from **Indiana University**. He also holds the **Certified Fund Raising Executive (CFRE)** professional designation.*



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