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E-philanthropy: Is Your Jewish Federation Ready for Fundraising in the 21st Century?

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E-PHILANTHROPY

E-philanthropy: Is your Jewish Federation Ready
for Fundraising in the 21st Century?

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ABSTRACT

The world of fundraising has grown exponentially during more than 350 years of community impact; during the past 110 years, fundraising in the Jewish community has also grown leaps and bounds setting a standard for fundraising in North America. With the emergence of technology, Jewish philanthropy – and all fundraising – is at a threshold and its effect on the growth and continued impact on Jewish philanthropy were investigated. The results indicated that Jewish communities in North America are willing to incorporate humble and aggressive technology advances in their approach to fundraising in the community, including the use of e-mail, online giving, and e-marketing in their overall solicitation approach. The findings are consistent with theories and research submitted by consultants and leaders in the newly coined fields of e-marketing and e-philanthropy.

Chapter I

INTRODUCTION

The notion of fundraising and philanthropy has been an integral part of American culture, dating back to Colonial times. Not only have Americans responded to the call of a financial obligation to help their neighbors, their understanding of a social responsibility and a sharing of one's wealth for the betterment of humanity is still evident in the fabric of contemporary civilization, including our volunteer firehouses and public libraries.

The earliest history records that in 1643, Harvard College (now University) conducted what is believed to be the first fund drive (Brief History of Philanthropy, n.d.). Raising 500 pounds, it was a success that was truly ahead of its time. As pioneers spread across the land, volunteers continued to ask for various assistances to which donors favorably responded.

During wartime, primarily the Civil War but also later during the wars of the 20th century, philanthropy helped galvanize the country. But it was in 1889, when Andrew Carnegie published his essay *The Gospel of Wealth*, proclaiming that the rich should leave their wealth to the public to be used for the greater good rather than merely to their families, that the modern day definition of philanthropy took shape.

Coincidentally, it was in 1895 that the first organized Jewish community began to take shape (Helping Others in Need, n.d.). Though Jews were without a land for more than 2,000 years, wandering from place to place, facing additional exile from lands not their own, they always believed in the notion of a strong community. As they faced harsh

conditions, those values – espoused throughout Jewish law and teaching – enhanced their commitment to support one another and develop and “communal infrastructure that is uniquely Jewish” (Helping Others in Need, n.d.). They gave regularly to a communal fund (*kuppah*), an anonymous system where neither donor nor recipient was thrust into a spotlight. This *kuppah* was the “safety net” for the community, meeting not only financial needs but also social and cultural provisions as well.

When Jews made their way to America, streaming into its largest cities, they had freedoms not known to them before. They were able to own businesses and many enjoyed great wealth and success. They continued to look for neighbors – Jewish neighbors, for they continued to live in insular neighborhoods – who could benefit from their excess fortune.

In 1895, a group of Jews in Boston created the first centralized communal Jewish organization, bringing together efforts to provide food for the hungry, shelter for the homeless, jobs for the unemployed, and treatment for the sick (Helping Others in Need, n.d.). This marriage of heritage and culture – the need to support one another and the new-found opportunity to provide such provisions – helped the American Jewish community adapt their old world support network to their new situations and opportunities in America.

The civic-minded support system was further helped in 1920s and 30s with the first focused fundraising campaign to support Jewish causes. External forces, primarily in Europe, provided the drive for American Jewish communities, working with overseas agencies, to begin a massive fundraising campaign to rescue and rehabilitate Jews living in distress. The United Jewish Appeal – still synonymous with Jewish philanthropy today

– was coined in 1923 in Newark and was officially formed in 1939 in response to Kristallnacht. Jewish philanthropy has never looked back and never turned away from helping another Jew, no matter where they are.

Today, these organized Jewish networks, referred to as Federations, can be found in more than 150 North American communities. These Federations have embraced the vision set forth by Jewish ancestors and continue to fuel a system that supports Jewish education and salvation through social service and fundraising **efforts**. Even with a projected \$850 million raised during 2004 United Jewish Appeal fundraising campaigns, (*Report 04*, 2004) the demand on those dollars is increasing everyday. To raise additional funds, the traditional methods of fundraising will not suffice. It is time to enhance the fundraising potential of the Jewish Federation by looking to the plethora of resources and initiatives that are now available to enhance how Federations do their business – raising money to support critical needs in the local and worldwide Jewish communities.

Research Question

Is today's Jewish Federation ready to tackle 21st century fundraising? While the Jewish community has been known for being a model of excellence in fundraising, funds are not pouring in as they had in past years. Can the Internet – with its ability to present easily accessible, up-to-date information – and e-mail – which is revolutionizing how people communicate – enhance and expand Jewish fundraising in the 21st century? This examination will investigate how enhanced electronic communication can not only increase philanthropy but can also enhance the relationship-building necessary to increase the exponential value of every fundraising dollar for generations to come.

Subsidiary Questions

While examining the feasibility of utilizing and integrating e-philanthropy – any fundraising opportunity that incorporates the Internet or e-mail into its communication and information delivery method – this study will also look at ability of the Jewish non-profit community to change how business has been done for more than 40 years.

One of those ideologies is the concept of direct, hands-on service and hands-on involvement in operations and services. Like most not-for-profit ventures, Jewish Federations rely heavily on volunteers not only for dollars, but also to serve as the manpower that drives these million-dollar organizations. By implementing web-based vehicles for communication and fundraising, some of that personal interaction and attachment may decrease. Will the community be able to continue to function at its current capacity with a possible decrease in the number of volunteers that come forth to offer time as well as funds? Can the community make alterations now that will allow for a change in operations while maintaining a high level of service?

Another subsidiary area of concern is the attitudinal shift that will be needed to embrace a change to how everyday business takes place. The fact that our environment has been digitized and electronically enhanced over the past 20 years, the last 10 of which have seen huge increases in web use for research and e-mail as a viable, primary communication tool, proves that electronic initiatives are not going anywhere. They are part of the of the 21st century business world; corporate ventures and for-profit operations have made great strides conducting their business with the assistance of the Internet and

e-mail. Non-profits continue to lag behind – is it the infrastructure or the attitudes holding an organization back?

Purpose of the Study

When it comes to fundraising, there are a lot of factors that determine the overall success of any campaign. Many point to economic indicators and the strength of the supporting community as the lead factors that dictate the success level. The Jewish community has been fortunate to have both these elements as part of the fabric of each North American community, wherever it has grown (Helping Others in Need, n.d.). The economic boon of the 1990s saw a marked increase in philanthropic giving; special campaigns to assist with the resettling of Jews in the former Soviet Union and Northern Africa, as well as continued increasing support for Israel helped, continue that trend.

Then comes the 21st century. After surviving the dreaded Y2K bug, things were looking pretty good as stocks and funds continue to lead the way of a strong economy. Following the attacks of Sept. 11, 2001, only one year after the latest *intifada* began in Israel, money was getting tighter for everyone. Jobs lost. Families broken. Funds and investments depleted. On top of that, more and more organizations were fighting for the same philanthropic dollar, a trend that continues today.

Suddenly, every dollar spent was scrutinized more closely. For the Jewish community, that scrutiny was two-fold: not only were people concerned with the financial impact of a donation, they were also greatly concerned with how the money was spent in Israel – how it made an impact and where it made an impact.

With the increased use of the Internet and e-mail as our lifeline to information and other people, it seems logical and reasonable to integrate those elements that are so prevalent in society into the fundraising efforts. Not only does it increase the ability to share information about previous accomplishments and future goals for the organization, it makes it accessible to a whole new generation of people who are looking at the organization for the first time. Additionally, the enhanced features of e-mail allow for personalized messages that can speak directly to the recipient, something traditional direct mail cannot offer.

But this study will never state that the electronic opportunities available should now trump the traditional fundraising methods in place. Nothing will replace the effectiveness of a face-to-face solicitation, where people engage in conversation about a common cause and share their desire to continuing said cause. Telephone and direct mail solicitation will also continue to have a prime part of the fundraising efforts. Adding new avenues to reach and engage people will only increase the opportunity to connect with more people in a more meaningful way, leading to more fundraising dollars.

Objectives

This study will provide evidence that electronic initiatives can and will work to increase and enhance philanthropy in future generations. By using information available from non-profit organizations who are currently employing e-philanthropy tactics as part of their overall fundraising efforts, the author believes it will become clear that not only do these initiatives work, they are vital for continued fundraising success.

Additionally, the author hopes to find evidence that current attitudes will show that there is faith in the ability of e-philanthropy approaches to increase awareness about the impact of the Jewish community. With new communication tools available that can reach people in targeted ways, the Internet and e-mail provide new opportunities to share and disseminate information to people who are still “under the radar” – those who have not been touched through what are the more “traditional” communication forms (i.e., telephone or direct mail campaigns), those who are brand new to a community, those concerned with the welfare of Israel, those who have a need that a social service agency can provide assistance, and more.

Definition of Terms

- Philanthropy – derived from Merriam-Webster OnLine, means to perform goodwill toward your fellowmen, especially through the active effort to promote human welfare; more commonly referred to as an organization distributing or supported by philanthropic funds or additional aid, which are dispensed to support humanitarian purposes.
- e-philanthropy – any fundraising opportunity that incorporates the Internet or e-mail into its communication and information delivery method
- Jewish Federation – an “umbrella” of social services, offered under Jewish auspices, within a specified geographic area; services locally, in Israel, and around the world are supported by annual fundraising efforts within the community; typical support services include family, educational, vocational, and

recreational services; resettlement opportunities in other Jewish communities; various projects in Israel to maintain Jewish heritage and way of life there.

- Foundations – a legal term referring to a specific set of privileges and responsibilities as defined in federal and state tax and corporate laws (history of Jewish Giving)
- Campaign – an annual fundraising drive, usually conducted over a fiscal calendar year (July 1-June 30) to raise money for Federation services and causes.

Limitations

- The American Red Cross on Sept. 11, 2001: The Red Cross and its coalition of 12 national and international partners heavily relied on online donations to help fund their recover efforts. As opposed to a targeted effort to reach people and engage them in a dialogue about and organization, the relief effort was a reactionary response to a tragedy. Since it is difficult to measure who had given online in the past and what connection they had, if any, to the supporting organizations (not just the sheer tragedy), the author will limit reference to this occurrence.
- The Howard Dean Campaign in the 2004 Democratic Primary race: This was a revolutionary approach to political campaign financing and engaging young voters; it was the first of its kind and has no comparison to this point, so it is difficult to use as an example or for comparison in an e-philanthropy discussion.
- Public Television Fundraising: They are still using the telephone and phoning drives as their main vehicle (and continue to focus on that), with the Internet pledge as an available, but not generally promoted, option.

Chapter II

EVOLUTION OF FUNDRAISING

As stated in Chapter I, the concept and practice of fundraising in the United States has existed for more than 350 years. Fundraising as it is known today – a highly structured, highly organized machine that uses volunteer power as its fuel – is a much newer model.

Few structured Jewish organizations and communities existed before 1970. As the wealth grew, and the opportunities for philanthropy in the secular community expanded, so did the number of Jewish foundations. And with all this growth came the advent of “hands on” giving (Mendelson, n.d.).

“Hands on” giving is itself a misused term, for it can relate to two completely separate components of fundraising:

1. a fund specifically set up that is donor-advised, generally by members of a family for whom the fund is named after. In many cases, the founder or namesake was once a key voting member for disseminating allocations from the fund;
2. the concept that donors have a responsibility – and the right – to personally involve themselves in the operation of the organization. Though professionals help direct the activities that steer fundraising, it is volunteers that are its lifeblood, not only raising critical funds but encouraging others to join as a supporter of the worthwhile cause.

That heavy interpersonal contact is a crucial component to successful fundraising. Being able to approach a family member, colleague, neighbor, or friend and present a compelling rationale for why they should also support a given philanthropic endeavor is a sensitive yet critical part of bringing in needed funds. Sometimes known as “Face-to-Face Solicitation,” most interpersonal conversations are “the least expensive, most productive fundraising method” available (Wyman, 1993). The inflection in the voice, the expression of the face, the smile of hope – it is emotion that brings out the best in people, and in their checkbooks, as well. Most organizations heavily rely on Face-to-Face solicitation to garner their largest gifts.

Another traditional method for enticing people to make a donation is a Recognition Society (Whelan, 2004). Whether it’s a hospital in the neighborhood, an internationally known university – such as University of Notre Dame – or a Jewish Federation, the recognition society provides an opportunity for instant praise for a contribution and connection to other like-minded individuals. Some institutions provide members of certain recognition societies – generally those with a minimum contribution amount – the opportunity to designate what their gift will support (Recognition Societies, n.d.). Because people do not want to be the only one left out of picture, or the only name left off the Donor Recognition Wall, they are sometimes inclined to contribute for the image as well as the cause. Some call it peer pressure; others call it smart fundraising.

Finally, there is the golden “80/20 rule.” Formally known as Pareto’s Principle, in fundraising terms it states that 80 percent of the total funds raised will come from 20 percent of the total number of donors. This places heavy emphasis on the need to increase

the number of high-end donors to a fundraising campaign in order to elevate the bottom line.

The Jewish Fundraising Twist

In a Jewish context, there is also the concept of *tzedakah*. More than charity, *tzedakah* is the idea that giving to help another is the proper thing to do (*Tzedakah: Charity*, n.d.). From the Hebrew, the root of the word translates to mean “righteous” or “good man.” In Judaism, giving to the poor is not viewed as a generous, magnanimous act; it is simply an act of justice and righteousness, the performance of a duty, giving the poor their due. According to Jewish tradition, everyone must perform *tzedakah* at whatever level they can. No person is exempt from trying to enrich their world and the people with whom they share it.

According to *Tzedakah: Charity*, Jewish text describes different levels of *tzedakah* that the sage Maimonides (1135-1204) classified into the following eight levels:

1. Giving begrudgingly;
2. Giving less than you should, but giving it cheerfully;
3. Giving after being asked;
4. Giving before being asked;
5. Giving when you do not know the recipient's identity, but the recipient knows your identity;
6. Giving when you know the recipient's identity, but the recipient does not know your identity;
7. Giving when neither party knows the other's identity;

8. Enabling the recipient to become self-reliant so they can not only support themselves but also perform *tzedakah* in their own right.

According to the ladder, the central goal of Jewish fundraising is the highest level according to Maimonides – contributing to enhance the lives of others. Working down the ladder, Maimonides believes it is more honorable to give when neither party knows the other than to give when the identity of one or both parties is known. Similarly, it is better to give before asking than after being asked. Though some of the fundraising techniques employed annually to raise philanthropic dollars may seem to be contrary to these principles, American culture has dictated that the “ask”, the recognition, and the gratitude become an integral component to philanthropy. Moving into the 21st century, those in need, for whatever reason – and technology may lead that change.

21st Century Fundraising

With the 21st century, there has already been a shift to how organizations fundraise due to the Internet. In reality, the Internet and the wealth of opportunity it presents have affected nearly everything people do (Austin, 2001). And while the turning of the clock from 1999 to 2000 is not an exact demarcation as to when the Internet began having a profound impact on daily life, it does put into perspective the relative newness of the Internet and how rapidly technology began affecting everything people do.

Using that as a backdrop, it is logical to say that the Internet and technology as a whole have an impact on the philanthropic world and the ability to fundraise in new and

inventive ways. The primary way has been the opportunity to use the Internet as a revenue generating option; the new avenues for research and volunteering are subsidiary ways the Internet's impact is felt for today's non-profit organization.

“As the Internet continues to transform our culture, it is playing an increasingly important role in the activities of the nonprofit sector. Nonprofit organizations and foundations are turning to the Internet to increase volunteering, giving, and civic engagement. And individuals are looking to the Internet to learn about nonprofit organizations and to get involved in supporting them. These activities are defined as e-philanthropy. The Internet, by facilitating the ability of individuals to access information about nonprofit organizations and issues, propels them to get involved. At the same time, by easing the ability of nonprofits to build loyalty, engage users, and communicate immediately, the Internet is helping to strengthen nonprofit organizations” (Lynn and Waters, 2002).

This definition of e-philanthropy highlights the technological connectivity that a Jewish Federation can create with its constituents and future constituents. The other side of the coin is the ability to use the Internet to generate donations with instant payment by using a credit card. The author feels that the Internet, bringing together those two key elements – information and fundraising – will make the medium a highly relied upon fundraising tool in the 21st century.

Another enticing option of using the Internet is that at its core, it has applications for the for-profit and nonprofit sectors – or both together (Clohesy and Reis, 2000). “Even for those skeptical of the Internet's potential for the nonprofit sector, it does appear that the use of the Internet technology by nonprofits and foundations is literally

exploding. There are thousands setting up websites to communicate with members, provide information, and raise funds” (Clohesy and Reis, 2000). The fact that the Internet may be one of the few business tools to operate on a completely common platform for-profit and nonprofit business makes it an even more desirable too for some. Even more so, the primary audiences that the Internet attracts are those highly sought after demographics.

The Internet: New Target Marketing

In order to keep the fundraising efforts going strong for future generations, development professionals know they need to reach younger donors earlier to engage them as future donors. Andrew Watt, head of policy and standards at the Institute of Charity Fundraising Managers, said, “Charities are aware they must target teenagers and those in their 20s and 30s sooner rather than later because they need to attract new donors and encourage committed giving” (Hemsley, 2002). The secret is out that young people are the key to future success and creating a relationship now rather than later will help seal that relationship. The Internet is the medium of choice to reach this fickle, generally less philanthropic demographic because it is how their entire lives are operating today.

According to a 2000 report by the Pew Internet & American Life Project entitled *Who's Not Online*, 65 percent of people under 30 have Internet access compared to 13 percent of people 65 and older. Similarly, 89 percent of the under 30 population believe the Internet can help them retrieve information, while less than half of people 65 and older (48 percent) feel that way. And while these numbers have continued to grow for all

categories, there is still an imbalance toward the younger audience using the Internet more than older audiences.

Also, one of the fastest growing populations of Internet users is women. Not only women, but parents of children under age 18 also experienced a 6 percent increase in daily usage from May/June 2000 to November/December 2000 (Packel and Rainie, 2001). This increased use, coupled with the idea that women are becoming more involved with the philanthropic activities of the family – something which had been reserved for men only 50 years ago – make them a more sought after audience for fundraising purposes. Since more women are coming online every day, the place to find women, engage women, interact with women, and solicit women in the future would naturally include using the computer as a key component of the fundraising picture.

Making the Case Online

For nonprofit organizations, the Internet is a golden opportunity to present company information, explain how dollars are spent, provide vignettes of success stories, and highlight cases where funding is critical to help save a life or lives (personal communication, January 23, 2003). All this comes at little or no additional cost because most organizations already have a website or would have other information on the website. Making more information accessible online also helps reach a younger audience. In a 2002 Pew Internet & American Life Project entitled *The Internet Goes to College*, 73 percent of college students responded that they used the Internet more than the library for research.

The Internet may also greatly reduce the need to print expensive, four-color booklets detailing the one-year goals of the organization when a cleanly designed PDF or web page spread will disseminate the same information for a fraction of the cost (personal communication, January 23, 2003). And as more documentation becomes available in online form, people will become accustomed to reading complete manuals and reports online much the same way people read printed material today. It provides a convenience that was previously unrealized before the advent of the Internet.

The general increase in Internet reliance has become useful for nonprofits as a way to quickly garner feedback (Saigal, n.d.). While the Internet does not always provide for instant two-way communication, it provides a round-the-clock option for sharing thoughts, ideas, or donations with an organization. And since a person could have the opportunity to take immediate action online – when more traditional models require the assistance of a trained professional – the impetus to do, see, read, volunteer, and more is not limited to business hours. The Internet opens up a new world to people who were never reached simply because of time limitations.

The Internet is also a perfect opportunity to create interaction with primary and secondary audiences – essentially, those who are involved and those who have yet to become involved. Kintera, a company that works with nonprofit organizations to help them build vibrant, online communities, has created technology called Friends Asking Friends® to help build these virtual communities (Friends asking friends, n.d.).

The concept is simple. One person who is involved with an organization has personal conversations with two of their friends. Each of those friends has conversations with two of their friends, and so on, and so on. With the Friends Asking Friends®

program, Kintera has developed a way to effectively solicit on behalf of the organization using an online platform. E-mail messages are sent (that's the "conversation") with a message and a link to a personalized web template for the friend that has information about the organization and how to either take part or make a donation. Such technology is already in place for organizations including amFAR, the American Cancer Society, and the Salvation Army and could seamlessly be incorporated into a fundraising strategy for Jewish Federations. According to Kintera, the technology is easy to implement and comes with a variety of features to help enhance, promote, and track all the electronic conversations (Friends asking friends, n.d.).

Philanthropy + Technology = E-Philanthropy

Understanding the practical and conceptual application of e-philanthropy is only one part of the implementation process. It is not enough to dream about what e-philanthropy can do for a Jewish Federation, it is necessary to implement, test, and perfect that system. Even with the technology changing every minute, organizations and companies have already delved into the e-philanthropy unknown and have uncovered some of the challenges and opportunities that lie ahead for those who have yet to venture into these uncharted waters (Barbagallo, 2004).

E-philanthropy opportunities are created every day by for-profit and nonprofit organizations. By bringing fundraising, volunteering, and social change opportunities into one single delivery system, nonprofit organizations can continue to reach their goal of providing "one-stop online shopping" for a donor's needs. According to a 2000 Kellogg Foundation report, *E-philanthropy, Volunteerism, and Social Changemaking: A new*

landscape of resources, issues, and opportunities, thousands of nonprofits are setting up websites to communicate, provide information, and raise funds; some are offering interactive services so site viewers can take action (in a non-monetary way) or ask questions and receive an instant response.

Challenges and Opportunities

Since this concept is so new, any organization that delves into e-philanthropy is faced with the prospect of dealing with troubles and possibilities that no one thought possible. One of the main challenges is to “create and hold onto a public commitment and sense of responsibility for the common good when diverse motivations for profit, visibility, market dominance, and resources compete for time and attention” (Clohesy and Reis, 2000). Though this document will not look at the electronic fundraising efforts surrounding Sept. 11 as a primary source, an anecdotal pearl of wisdom from that exercise would be to always be upfront with information and clear with your intentions, especially when explained online. There is no tone, no body language to help sell a point – those nuances are in the hands of the reader. As JoAnn Abraham, former Director of Communications for United Jewish Communities, said: “We all learned to be very clear, to say what you are going to do. People want to know where the money is going and the breakdown of what the money is supporting. On the web, you can really say anything, but you’ve got to be able to back it up” (personal communication, April 29, 2004).

Technology could also be responsible for expanding the reach of philanthropy, enabling those who never thought they fit the donor mold to see themselves as a significant member of the supporting population. Volunteerism and collective action, as

well as an increase of funds, are plausible results of this ubiquitous style of philanthropy (Clohesy and Reis, 2000). But another main challenge, according to the Kellogg report, is to realize that continuing to meet the needs of the organization and the people it supports cannot simply happen by transferring from model to another. There must be a commitment to be accountable, to reach out to more beneficiaries as well as donors, and remain financially fiscal. E-philanthropy will not only spurn growth in the donor population, it will cause growth of the organization as the supporters come from a wider background with more varied interests and personal goals (Clohesy and Reis, 2000). Analyzing those varying interests will challenge the current nonprofit structure.

Despite these challenges – and others such as technological savvy, funding to build sophisticated web portals, regulation, keeping up with the improving technology, and more – there are just as many opportunities on the horizon. Many nonprofit professionals who oversee web development see the Internet as “having the potential to equalize access for many and to catalyze new levels of cooperation and collaboration” (Clohesy and Reis, 2000).

In addition to providing new, up-to-the minute information about everything from the latest worldwide Jewish crisis area to how special funding is helping provide a wide array of social services, the Internet can also provide a forum for idea sharing (Saigal, n.d.). These ideas may come from people who would otherwise have no way to interact and combine their talents in the formation of new ideas. Online capabilities would also encourage collaboration – among people, among organizations, among communities, among synagogues, and more.

Another opportunity would be the ability for donors to catalog and annotate their philanthropic behavior as well as link their for-profit efforts (primarily shopping) to support their favorite nonprofit organization (Kendall and Te'eni, n.d.). This type of information merging would never even be able to get off the ground without a powerful tool like the Internet. Whether the organization is around the corner or around the world, a donor could manage their activity, search for specific online shopping opportunities that support philanthropy, and build a greater commitment to advocacy and giving.

Communication, Integration, and Application

Computer technology is no longer a field left to engineers with pocket protectors secluded in laboratories to build great machinery and gadgets. Today, technology, primarily in the form of the Internet, is a medium, a tool used to communicate and educate others and ourselves (Gill and North, 1999). With such a profound impact on the way people communicate – and with the belief that people will rely on the Internet and its partner, e-mail, to continue to transform how people share information – it is vital to understand how to use the technology effectively.

NPowerMichigan, who puts technology know-how into the hands of nonprofits, produced a presentation called *e-Philanthropy: Fundraising, Volunteerism, and Advocacy On-line*, in which they delve into various areas of focus for strategizing and implementing an on-line approach to philanthropy. In the presentation, author Saigal suggests taking a critical look at e-mail and the organizations website to analyze the following:

- Are e-mail addresses collected and registered into a company database at every opportunity possible?
- Is there a policy in place regarding the use of such addresses?
- Does the organization's website welcome new readers? Is it friendly, appealing to the eye, and focused on their needs as well as the company's?
- Are there ways to engage the reader on the site? Do opportunities to take action, such as make a gift or sign a petition, exist?
- Is it easy to find, give, and act?

Communicating with the Internet and e-mail uses the same basic principles as traditional interpersonal communications (Saigal, n.d.). The task is to integrate the online and offline models so they complement one another, so when a prospective donor reads a direct mail letter sent via United States Postal Service or an online appeal, they appear, sound, and feel the same.

To achieve that seamless voice, the tools of Internet communication are only part of the equation. Integrating the two models of fundraising requires people to stop and look at the information in front of them. At every possible opportunity, promote both the mailing address and web site address for the organization (Saigal, n.d.). People have come to understand that a mailing address is an indicator of a reputable organization; adding a web address can help transfer that affinity to the online world, as well. At the same time, it may be necessary to direct people to an offline resource when they are researching an organization online. The linking of the two addresses helps make increase the flow of visitors into people who take action.

There are currently many nonprofit organizations that are making headway by effectively communicating and connecting with their online efforts. From well-known organizations, including the Red Cross and United Way, to lesser-known entities, portals are popping up all over the place to provide easy to understand philanthropy information and an easy to use online pledge form to contribute funds. One site, www.conservenow.org, a coalition of 34 national organizations under the umbrella of the Conservation and Preservation Charities of America, provides information on work-place giving and the member organization charities, as well as a link to support and maintain the site (Clohesy and Reis, 2000). There is easy to follow information and an opportunity to get involved in the website is prominently featured.

Other sites translate “ease of communications” by offering varied language options, such as www.givetocharity.com, or by helping find ways to connect people with those things that truly interest them, including www.animalfunds.org. The ability click a link, find relevant information, and take immediate action is revolutionary.

But it will take more than a few fancy links and clicks and graphics to enable nonprofits to use the web to its full potential. The Internet has limitations and it cannot and will not completely replace the power and impact of traditional fundraising efforts (Gill and North, 1999). Rather, the connection of offline and online efforts will help nonprofits enhance their impact with an integrated approach to reach the widest audience possible.

Chapter III

THE WEB DOESN'T CHANGE EVERYTHING:

Making the Integration Connection

With the creation of a highly advanced, technologically dependent society, there's a theory that the web will change everything. Indeed, the impact of the Internet and technology has revolutionized everything people do and will continue to do. Whether it's purchasing music, researching the best home mortgages, communicating with lost friends from high school, or contacting elected officials, people are using the Internet in ways no one imagined possible (Gill and North, 1999). Even people who might tend to be less "web-sufficient" are making it their business to get on the information superhighway, lest they be left behind in its wake.

The reality is that the web does NOT change everything (Gill and North, 1999). At some basic level, there are still elemental human needs that need to be nurtured – the desire to grow spiritually, financially, educationally, or culturally. And the notion that people still have a desire to give to others, to share with those who are not so fortunate to have the ability to grow in these ways, is a basic human need that will not go away. What the web changes is the ability to reach people in places no one thought possible and affect the way they give with their money and time. That is the power of e-philanthropy.

More Abilities than Inabilities

If the slogan of the Olympic movement is "higher, faster, stronger," a parallel theme for the Internet could be something like "higher, faster, CHEAPER." The access to

vast informational resources, within seconds, makes the Internet an incredibly powerful tool. Users see that on computer screens every day when running a search engine query and immediately, before displaying the search results, the engine proudly displays that the search took 2.3 seconds. But there is more going on than speed – and the increasing operating power of the Internet. According to a 1999 Greenstar report, *E-philanthropy: Changing our way of Giving*, some of the opportunities presented by the web include:

- It's a multilogue: an interconnected conversation of listening and speaking in various directions. The media is a monologue, presenting information for a listener to absorb; conversations are a dialogue, with both subjects engaged in a back-and-forth exchange. The web provides the opportunity to present an idea that hundreds of people can view at the same time, and instantly, they can respond with feedback or action. For the nonprofit organization, that presentation of information and the ability to engage in such a new form of conversation is crucial to building a stronger, wider base of interest-piqued donors.
- It's centerless: There is no one super-computer that houses the Internet; rather, the network is made up of local systems without a defined center. Part of the success of the Internet is that it cannot be supervised in a traditional model. This unique design allows an organization to try out new information presentation techniques that would never receive traditional support, thereby connecting with a new sphere of potential donors who connect with a different message.

- It is fingertip communication: In 2004, everything from televisions to cellular phones is web enabled. Soon, most products will probably be available with the option to connect instantly to the Internet. With every piece of machinery or electronic gadget soon to be hooked up to the Internet, people will have a technological “intravenous drip” of e-mail, Internet access, and instant messaging that would dwarf any previous communication model available.

There has always been a great debate over who is giving the money to philanthropic organizations. As previously stated, the traditional answer has been that 20 percent of the population contributes 80 percent of the charitable funds. But the 90s, followed by the new millennium, have brought on more lower-level giving from people who are either making smaller gifts to various charities or truly believe that a gift, no matter how big or small, can make an impact and are willing to contribute any amount to support a cause they believe in (Whelan, 2004).

According to the AAFRC Trust for Philanthropy, charitable giving increased to \$174.5 billion in 1998, and 11 percent increase from the previous year; 77 percent of Americans participated in some form of charitable fund giving. Sadly, estimates show that another \$184 billion was available for charitable gifts that would solely benefit the organization and not hurt the saving power of the donor. Philanthropic giving reached less than half its potential in 1998 and the percentages remain constant in years that follow. Channeling that potential and highlighting its power not only in dollars and cents is the key to e-philanthropy (Gill and North, 1999).

The Changing Donor Focus

Traditional philanthropic theories suggest that giving is a chore, something people are supposed to do, without tangible or visual benefits (Brief History, n.d.). A typical breakdown of the reasons behind and benefits of charitable giving looks like this:

Traditional Philanthropy

Who is most active?	Wealthy, well-connected individuals and families
What are they doing?	Donating money
How are they doing it?	Through large, centralized organizations, layered with bureaucracy
Why are they doing it?	Because they have broad humanitarian goals to help people
What is the result?	A chance to provide impersonal aid
What are the benefits?	The donors do not have a chance to meet the people they help; they are doing a good thing without getting "their hands dirty"
How old are they?	Generally over age 45, after having established a successful business career, thereby having funds to contribute

E-philanthropy, though, is and will continue to change this vintage view of philanthropy. The end of the 20th century brought on a lot more individual and family interaction with nonprofit organizations to learn where the money is going and how it is helping people. E-philanthropy has the ability to revolutionize that, as the web of people built on the web called the Internet is always moving, always connecting, always educating people to take action (Austin, 2001). There is no other opportunity available that has that type of round the clock mechanism.

While many of the perceived benefits of e-philanthropy are already evident in the Jewish community, including more hands-on interaction and the ability for more people to be involved in philanthropic giving, it is worth noting the overall comparison between what experts perceive as the factors behind traditional philanthropy and e-philanthropy:

	Traditional Charity	E-Philanthropy
Who is most active?	Wealthy, well-connected individuals and families	Everyone
What are they doing?	Donating money	Investing their time, skills, and money
How are they doing it?	Through large, centralized organizations, layered with bureaucracy	Directly with people and organizations who need their assistance
Why are they doing it?	Because they have broad humanitarian goals to help people	Because they feel a need; people are connecting with projects that are passionate about
What is the result?	A chance to provide impersonal aid	Highly-focused giving opportunities
What are the benefits?	The donors do not have a chance to meet the people the help; they are doing a good thing without getting "their hands dirty"	The donors not have a chance to meet the people the help; they engage in a dialogue with the people they are assisting
How old are they?	Generally over age 45, after having established a successful business career, thereby having funds to contribute	Any age, since people of all ages have nearly unlimited access to computers and the internet

Looking at the above comparison, it is clear that e-philanthropy can provide opportunities for all people to support the organization of their choice. This is possible because there is a structure that informs, educates, and provides an opportunity for action. Though many of these initiatives are currently in place in a smaller form, especially within the Jewish community, Greenstar notes that e-philanthropy kicks open the charitable giving "doors" by providing opportunities to:

- **Participate:** The web makes philanthropic giving an equal opportunity endeavor. Not only can all people take part in the giving process, they are key members of the “viral marketing” campaign to spread the word about the wonderful work of the organization. As new ideas, new opportunities, and new projects come to the forefront, the Internet and those who are active participants can spread the word without the delay of traditional USPS mail or the high cost of print marketing and direct mail campaigns, thus increasing the amount that will go to in need recipients.
- **Connect:** A beauty and benefit of the Internet has been its ability to link people to people in uncommon ways. The obvious way is connecting to a non-profit organization by giving a contribution. Besides the communication aspect – whether it is a dialogue or multilogue – the Internet can also foster opportunities for people to connect without money, whether it’s sharing a skill or providing an educational lesson. Also, people will be able to “travel” to places they never thought possible because the Internet is their new high-tech vehicle. Through time, it may be difficult to tell who benefits more – those who “give” or those who “receive.”
- **Customize:** To efficiently build an e-philanthropy platform, a non-profit organization must provide intelligent, real-time feedback between those who give and those who receive. Its role is to focus attention where it is needed through continuous, customized information, and to help its donors join directly in supporting its projects. The Web makes this kind of profile-managed multilogue easy to create, automatically.

By presenting information on the web, non-profit organizations can not only show what they have accomplished but give donors and potential donors the opportunity to see where they want to go with the organization. A philanthropy's website may feature, among other statistical information, a pie chart that shows how it currently distributes its resources. A donor could modify the pie charts, changing the proportions and introduce new ideas in order to direct the contribution. The organization communicates with that donor in the future based on his custom profile, and helps build bridges with people that are benefiting directly from these choices.

- **Motivate:** The web allows anyone to take real control of their philanthropic dollars. Money is just one way of exchanging value; since philanthropies offer other ways to get involved and have impact, the Internet can play an integral role in sharing that information and inspiring people to get involved in various ways. By presenting a case study or factual account of a pressing need that requires immediate attention and action, website visitors can instantly connect with the things that are not only important to the organization, but that are also important to them. Critical in all e-philanthropy initiatives – and really all philanthropic giving opportunities – is the ability to balance the desires of the donor with the needs of the organization. By doing so, nonprofit organizations not only build support within their donor base, they engage new donors while providing the highest level of funding for their various projects.

Using the Web to Engage, Educate, and Raise Funds

For most non-profit organizations, using the Internet as part of the fundraising structure has been limited to sending and receiving e-mail or posting some information on a website (Barbagallo, 2004). In few cases has there been a targeted, planned e-marketing/e-philanthropy plan to not only use the technological opportunities presented by the Internet but also to integrate them with other initiatives already in place. While e-mail and a website are important in the e-philanthropy plan, they are not single operands but pieces of a larger, more complex network that relies on information sharing and relationship building to garner results.

As part of a targeted e-philanthropy approach, the three keys are: using e-mail judiciously; increasing website visibility; and building a virtual community website to raise more funds.

- Using e-mail judiciously: Sheng-shu Jack Shen of the Center for the Study of Philanthropy states that the speed of e-mail is its key benefit. Its convenience has literally changed the way people communicate with individuals and groups. Whether to promote discussions, pass on quick notes, compose formal letters, or to negotiate contracts or other projects requiring continuous communication, e-mail has found a way into nearly every facet of life.

For fundraising organizations, e-mail appears to be an essential tool. In his report, *The E-way to Philanthropy*, Sheng-shu states, “most donors like to stay in touch with the organizations they support. The more they are in contact, the more likely they are to make more frequent and larger gifts.” E-mail offers an inexpensive, fast, and friendly way to communicate with

donors, prospects, and others and it can be less wasteful and less intrusive than direct mail or telephone calls.

In addition to supplementing traditionally mailed correspondence with e-mail, the following are also ways in which nonprofits can use this technology:

- E-mail newsletters: save on printing and postage and can be customized for a variety of audiences
 - Action Alerts: quick, short messages to alert constituents to take action on public policy or get in touch with their elected officials
 - Surveys: minimal cost to find out exactly what you want to know about your donors and potential donors
 - Event Invitation: cost and time effective way to send out graphically appealing invitations to upcoming events and activities
 - Fundraising: direct ask for funds through an e-mail message; while most e-mail is still regarded as relationship building, an organization can alert or tease donors and potential donors that they will be contacted regarding their support
 - Friends Asking Friends®: a simple way to use technology to foster online conversations among friends and associates, helping take an existing relationship and extending it to capture a connection to a Jewish Federation
- Increasing website visibility and accessibility: Search engines are important entry points to a website. Registering with the various search engines with

many keywords will help increase visibility when potential donors do a search for an organization or a specific cause. Meta tags – the hidden descriptions that are also read by search engines – are also essential for search engine robots to catalog a website and visit periodically to keep it at the top of their search engine lists (Sheng-shu, 2001).

But visibility isn't the only key element to keep in mind when designing a website or e-mail to support e-philanthropy. Statistics show that there are more than 53 million Americans with some type of disability; the latest U.S. Census data indicate that one in every five Americans has a disability. Sheng-shu states that as the proportion of the elderly population grows, the need to accommodate the needs of people with disabilities will increase. This is of great importance to the Jewish community, where meeting the needs of the elderly is a constant challenge and finding ways to engage them in the community is increasingly difficult.

Jayne Cravens, the director of Virtual Volunteering Project and founder of Coyote Communications, suggests designing websites with capabilities for the sight-, hearing-, and physically-impaired as well as those who are colorblind.

- Building a virtual community website: virtual web communities have sprouted up all over the Internet as ways for people with mutual interests to interact and share common ideas and goals. According to John Hagel III and Arthur Armstrong (Sheng-shu, 2001), a virtual community has a distinctive focus,

integrates content and communication, incorporates member-generated content, and provides access to diverse points of view.

For a non-profit organization, especially one with a far-reaching scope, the virtual community can help build a sense of attachment and obligation, again focusing on the needs of the donors while highlighting the needs of the organization. In addition to the multilogue level of communication, it is very easy to link people to other online resources that are of interest to them.

Finally, the virtual community is an essential opportunity to let the voice of the donor and potential donor be heard. Not only can members of the virtual community speak their mind, they can take an active role in sharing information and receiving information – many times before it is accessible to the general public. In his report Sheng-shu reinforces the notion that while “website content is crucial ... membership involvement is important to the health of your virtual community” (Sheng-shu, 2001).

Chapter IV

A SURVEY OF JEWISH COMMUNAL WORKERS REGARDING THE PERCEPTION AND ACCEPTANCE OF E-PHILANTHROPY INITIATIVES

Description of the Survey

The survey (see Appendix A) included ten statements measured on the Likert scale: a survey system utilizing a five-point scale. The rating scale ranged from five to one: five meaning that the individual Strongly Agrees with the statement, four implies the individual agrees with the statement, three states that the individual takes a Neutral stance on the statement, two signifies that the individual Disagrees with the statement, and one indicates that the individual Strongly Disagrees with the statement.

The survey was designed to gather perceptions and insight from campaign, marketing, and website professionals from within the Jewish Federation system. In viewing the 10 statements, asked on a specific area of feasibility or ease of use within the Jewish Federation culture. These questions were designed to elicit a positive or a negative reaction on the e-philanthropy can play in reshaping or enhancing the future of Jewish philanthropy and how it will affect a Federation's current fundraising operations.

Sample

The goal was to survey and interview individuals with a direct connection to Jewish Federation fundraising activities in order to receive a quantitative response that would be relevant to this study. Each of these individuals was a campaign, marketing, and website professional in the Jewish Federation system. The reasoning behind these qualifications was in order to attain a qualified pool of individuals who: (a) had prior knowledge of the climate and culture that is inherent to the success of the Jewish

Federation system and its annual fundraising campaign and (b) can clearly articulate their attitude regarding a possible shift in how fundraising takes shape and place in the future.

Since the research contained herein related to operating a fundraising campaign on an e-philanthropy platform integrating an e-philanthropy strategy into an existing fundraising plan, the aforementioned professionals are the best resource to ascertain effectiveness and possible obstacles. As the people who understand the day-to-day operation, the professionals – rather than the volunteers – are best equipped to weigh in on the efficacy of considering such a change to the fundraising structure. In the long run, members of the volunteer base would need to be polled to determine their comfort level and willingness to embrace some of the changes that would come along when operating a fundraising campaign using e-philanthropy initiatives.

Purpose of the Survey

The intent of this survey was to assess how certain Jewish communal professionals perceive the benefits and shortcomings of e-philanthropy and evaluating their opinions over the short- and long-term effects it will have on the industry. In short, will e-philanthropy become a mainstay for Jewish fundraising organizations? Why or Why not? Additionally, the survey looks to narrow the “yes or no” question based on specific time windows, age ranges, and geographic considerations.

In reviewing the literature, it is apparent that these attitudes have not yet been taken under consideration, since there are no real formal writings about e-philanthropy in the Jewish Federation system. This thesis is one of the few items – if not the only – the author can point to as something concrete for the Jewish Federation system to look to as a

source of information for integrating e-philanthropy, not only in the application sense but also when considering the human element that permeates the entire fundraising operation. As the author to this study, the survey was intended to highlight the personal attitudes, taken from professionals with varied levels of expertise in different segments of the system.

Analyzing the Survey Results

In one two-week period, the author elicited responses from nearly 225 campaign, marketing, and website professionals in the Jewish Federation system. From that original pool, 31 survey responses were received via an online survey posted on www.zoomerang.com. Each of the respondents answered a series of 10 statements, with their answers corresponding to a basic Likert system. These respondents represented 20 percent of the 155 Jewish Federations in North America, accounting for \$219 million, 25 percent of the total Annual Campaign dollars raised in during the 2004 Campaign year.

After collecting each of the surveys, the author tallied the responses for each of the statements on the bases of the 5-point scale. The author measured the results using a rubric and by calculating the percentage of responses in relation to how each individual answered each of the statements through the use of the 5-point scale (see Appendix B). The author also requested optional information about each respondent based on organization position, organization location, and organization fundraising totals to demonstrate the range of opinions across these areas (see Appendix C).

Statement 1: I see the Internet as an effective fundraising tool in the next 20 years.

For this statement, 16 respondents stated they Strongly Agree and 14 agree that

the Internet will be an effective fundraising tool in the next 20 years. Only one respondent said was Neutral on the issue; there were no Disagree or Strongly Disagree responses.

The overwhelming majority of respondents (97 percent) agree that the Internet will be an effective fundraising tool in the next 20 years. With such a strong positive response, it is possible to conclude that this belief will turn into an actual embracement of Internet use as part of a fundraising strategy by these Jewish federations, and by extension, a large majority of the entire system. Some individual federations have already included Internet use as part of their efforts to effective fundraising. Measured on the numerical Likert scale, statement one measures a 4.48.

Statement 2: Jewish fundraising organizations will have difficulty embracing online fundraising efforts as integral parts of their fundraising initiatives.

In evaluating this statement, one respondent replied that they Strongly Agree and eight respondents agreed with the idea that Jewish fundraising organizations will have difficulty embracing online efforts in their overall fundraising strategy. Four respondents were Neutral for this statement; 17 respondents indicated they Disagree with this statement and one respondent Strongly Disagreed.

The responses for this statement covered a wider range of answers than the first statement, as would be expected. From these responses, 58 percent of those who answered the survey do not feel it will be difficult to integrate an online component into an overall fundraising initiative. That fact bodes well for any system-wide initiatives that are introduced with an Internet element as part of the structure. On a numerical scale, this

statement measured a 2.71.

Statement 3: Organizations can use the Internet to solicit donations from only donors and potential donors of under \$1,000.

The breakdown of responses to this statement was as follows: three respondents Strongly Agreed with the notion that a Jewish federation will only be able to use the Internet to solicit donations from donors and potential donors of under \$1,000. Five respondents agreed with the statement while two had a Neutral response. On the opposing side, 18 respondents Disagreed and three Strongly Disagreed with the statement.

As with the previous statement, the majority of respondents (68 percent) Disagreed with statement. On the Likert scale, this statement only registered a 2.58 rating. With such a low response to this statement, it can be concluded that the Internet and online solicitation could be effectively used as a fundraising tool for those who give an annual gift of more than \$1,000.

Statement 4: When someone gives a gift online, it will be difficult to encourage that person to give a gift at a higher level.

Two of the respondents Strongly Agreed that it would be difficult to encourage a gift at a higher level when someone makes an online donation. Six respondents agreed with this statement, and seven were Neutral on the matter. Thirteen respondents Disagreed with the statement and three Strongly Disagreed.

On the Likert scale, this statement received a 2.71 rating. More than half of the respondents (16 out of 31, or 52 percent) feel that it would be possible to encourage a

donor to increase a gift they had previously made online.

Statement 5: In order to use e-philanthropy strategies, the target audience should be under age 45.

Two respondents stated that they Strongly Agreed with this statement, while six respondents agreed with the statement. Another six said they were Neutral, and 17 Disagreed with the statement. There were no responses of Strongly Disagree to this question.

Overall, even with no Strongly Disagree responses, more than half of the total responses Disagreed with the statement (17 out of 31, or 55 percent). This sentiment shows that, according to a majority of the respondents, age may not need to be a parameter when developing a fundraising strategy that incorporates an electronic means of soliciting or gathering donations.

Statement 6: E-philanthropy will hurt the current fundraising structure for it will not allow for personal, face-to-face contact.

Upon examining this statement, the results were as follows: one respondent Strongly Agreed with the statement that “e-philanthropy will hurt the current fundraising structure for it will not allow for personal, face-to-face contact.” Five respondents agreed with the statement and seven were Neutral. There were 17 Disagreeing responses and one Strongly Disagree response to the statement.

The majority of responses (58 percent) Disagreed with the statement, which received a 2.61 rating. Face-to-face solicitation is an integral part of the Jewish

fundraising model, as previously stated, and making a change to the overall fundraising structure may raise concern among Jewish communal fundraisers. This statement shows that there may be people willing to modify their view to allow other solicitation models into their overall fundraising strategy.

Statement 7: There are many ways to incorporate e-philanthropy strategies into an overall fundraising campaign.

This statement received 30 of 31 responses in the affirmative, with 13 respondents saying the Strongly Agree and 17 respondents agreeing that, “there are many ways to incorporate e-philanthropy strategies into an overall fundraising campaign. One respondent was Neutral on the topic and there were no Disagree or Strongly Disagree responses.

With 97 percent of the responses agreeing with the statement, there is an overwhelming majority who believe there are various ways to incorporate e-philanthropy strategies into a fundraising structure. This statement, which received a 4.39 on the Likert scale, could be seen as a watershed issue as it highlights the notion that fundraising campaigns will move forward at an accelerated pace when e-philanthropy strategies are effectively included in the overall structure.

Statement 8: Within the next generation, e-philanthropy initiatives will account for more than 75 percent of all donations.

The results for statement eight are as follows: three respondents Strongly Agreed and four respondents agreed with the statement that e-philanthropy initiatives will

account for more than 75 percent of all donations within the next generation. There were four Neutral responses to go with 14 Disagree and two Strongly Disagree responses.

Out of 30 responses, there were 16 that Disagreed with this statement. Though there is a stronger feeling that this statement is not correct, the responses can also indicate that e-philanthropy strategies might account for more or less than 75 percent of total donations in the next generation. On the Likert scale, this statement received a 2.73 rating.

Statement 9: The volunteer-driven style of management for Jewish philanthropies will lose its power as e-philanthropy moves into the picture.

Four respondents agreed with the statement that, “the volunteer-driven style of management for Jewish philanthropies will lose its power as e-philanthropy moves into the picture.” There were seven Neutral responses. Eighteen of the respondents Disagreed with the statement and two Strongly Disagreed. There were no Strongly Agree responses to this statement.

This statement received the lowest Likert scale rating, a 2.42, of all the statements in the survey. Of the 31 respondents, 20 (65 percent) either Disagreed or Strongly Disagreed and there were no Strongly Agree responses. It can be concluded that the majority of Jewish fundraising professionals believe that e-philanthropy and the volunteer-driven style of management can work together as part of a Jewish fundraising strategy.

Statement 10: Smaller, more spread out Jewish communities will be able to better use e-

philanthropy strategies to attract donors that they couldn't reach through more traditional avenues.

Assessing statement ten, five respondents Strongly Agreed and 22 respondents agreed with the statement that “smaller, more spread out Jewish communities will be able to better use e-philanthropy strategies to attract donors that they couldn't reach through more traditional avenues.” Two respondents were Neutral on the subject and there was one response each in the Disagree and Strongly Disagree column for this statement.

This statement received a Likert scale rating of 3.94. There were 27 of 31 responses (87 percent) that either agreed or Strongly Agreed with this statement. For those smaller communities, it can be concluded that respondents believe e-philanthropy strategies can be one more tool to reach out to those who cannot be reached through the traditional fundraising methods.

Conclusion

The respondents, representing 20 percent of the Jewish federations in North America, came from a cross-section of the professional ranks in the Jewish communal world, from marketing to campaign (fundraising) to the executive offices. They also represented communities from all across the United States with various annual fundraising campaigns.

Through the survey, each respondent has an opportunity to provide feedback to the questions asked, but also to add any general comments about e-philanthropy and how it will or will not affect the future of Jewish federations and their annual campaigns. When asked to give a response to statement 10, one respondent candidly answered, “E-philanthropy is not going to be effective in smaller communities.” This was in dramatic

contrast to the 87 percent of respondents who agreed or Strongly Agreed that “smaller, more spread out Jewish communities will be able to better use e-philanthropy strategies to attract donors that they couldn’t reach through more traditional avenues.”

There were two statements that drew consensus from nearly all the respondents. Statements 1 and 7 both received 30 out of 31 agree or Strongly Agree responses – 97 percent of the responses felt that the Internet will be an effective fundraising tool in the next 20 years and that there are many ways to incorporate e-philanthropy strategies into an overall fundraising campaign. These resounding responses show there is a belief that the Internet and the ability to educate and raise funds through e-philanthropy strategies are necessary tools for Jewish federations to vie for philanthropic dollars contributed by future donors. Responses to statements about more specific strategies received a more varied response, demonstrating that while nearly all the respondents believe e-philanthropy strategies will be incorporated into their fundraising strategies, each Jewish federation will need to determine what the best approach is for their constituents.

Chapter V

SUMMARY

This report has looked at the viability of e-philanthropy in the traditional Jewish federation system fundraising model and the tools needed to incorporate an e-philanthropy platform. Through an evaluation of current and prospective audiences, available resources, the changing face of business operations, and the mission, vision, and goals of individual Jewish federations as well as its umbrella organization, United Jewish Communities, one could make a valid case for pursuing e-philanthropy as an integral function that will move the organization well into the 21st century.

But even after making the case, there is a question that lingers: how can a fundraising model, deeply rooted in personal contact and face-to-face interaction, make use of technology that most perceive as impersonal and faceless? The key is to marry the tried-and-true methods that have sustained Jewish federations for decades with innovative technological approaches that result in dynamic, multi-dimensional, educational messages that inspire engagement with and financial support of the Jewish community from current and potential donors.

E-philanthropy is here and it is not going anywhere. Many organizations have had small and large successes, through a variety of tactics, which makes using the Internet a viable and necessary tool for future fundraising. There are various elements for Jewish communities to consider that will help advance the use of technology in the Jewish fundraising world. Each federation, with its own operation and unique community characteristics, will need to individually navigate how to go about doing that, but there

are some elements that will be consistent. Even in the face of a monumental and organization-changing challenge, the task is not insurmountable.

Conclusions and Recommendations

Target Select Audiences and Meet Their Needs

A key to the traditional fundraising model is creating specific messages for key audiences. Many federations target women, business professionals, and young leaders, approximately age 20-45, and e-philanthropy need not be different. In fact, the speed and cost-effectiveness that technology provides can actually enable a Jewish federation to reach out to additional and more diverse constituents and create messaging to speak to their needs and goals

All indicators show that young people under age 30 have incredible technological savvy and use the Internet as a primary communication tool. Given this circumstance, it is critical to capture this age group in a virtual conversation so that the groundwork is set to build a relationship around e-philanthropy strategies with the donors and potential donors that will be the next generation of major donors and leaders in the community. Charities must target them now to encourage committed and life-long giving; targeting them through innovative means, including dynamic e-mail messages and website information, not only uses technology but helps develop the conversation that is critical to future fundraising success.

Another key audience is reaching out to women and parents of young children. Not only is women's philanthropy growing, but so is Internet usage among women. Putting those facts together provides a plethora of opportunity for connecting and

engaging with women, all from their computer. This is a group that will look to the convenience of e-philanthropy as a benefit provided by the organization.

A lesser-considered audience is the senior population, age 65 and over. Most would write them off as non-technology users and poor prospects for long-term financial support of the organization, but older generations receive considerable support from the Jewish community in terms of services provided and tend to have a historical connection to Jewish federation, even if they are unable to make a substantial contribution. Outreach to seniors using technology may not be significant, but the return on investment increases because of the reduction of printing materials. Also, older adults are using the Internet more and more as senior centers are “wired” and older adults have computers with Internet access in their homes to communicate with loved ones and for online gaming.

Change The Focus

Jewish federations need to do more with less, to streamline the overall operation and think more strategically. One way to help move that agenda forward is to effectively integrate e-philanthropy initiatives into the current operation and future business functions that the federation undertakes.

E-philanthropy is more than just an innovative way to raise funds. Essentially, it is a way to engage all people in the community, especially those who either have not been reached through traditional modes or have not found a comfort level with the organized Jewish community. Through e-philanthropy measures, people may find a way to connect with volunteer opportunities or other ways to give of their time that will affect

change in their community. When people are actively involved in bringing change to the community, that is an opportunity to turn them into a future donor.

The opportunity is available to help people connect to one another, not just the organized Jewish community. It is a chance to meet and interact with people of various ages, socio-economic backgrounds, or other demographics, and it can come through the power of e-philanthropy. That is a shift in the way federations currently do business; e-philanthropy can be the impetus to change the way the Jewish federation thinks so that it finds new, innovative ways to engage people for short- and long-term involvement.

Education Continues to be Key

Philanthropy is more than just dollars. It is education, connection, and affinity to a group or cause. Make the case online for why people should make a contribution to the Jewish federation and there is a greater tendency for an online contribution, since the call to action is at the users' fingertips and can be made instantly.

Online education and information also helps reach a younger audience, since it has been stated that younger people are using the Internet more and more to do research and learn about organizations they do or might affiliate with.

Fundraise "Online" and "Offline"

There will always be a need for the traditional to go along with e-philanthropy opportunities. While it is important to solicit donors of all levels, in order to survive, philanthropies need to secure large donations to ensure financial solvency. Those donations are delicate business transactions that will need to be done in person, but more

and more giving will be done online, even for the larger donors (those who give \$1,000 or more); some experts say that one-third of all transactions will be done online within by the year 2010 (Austin, 2001).

E-philanthropy does not relieve a Jewish organization of its need to create and develop face-to-face relationships; rather, it allows efforts to be focused and targeted. And at this early point in the e-philanthropy picture, it is a time where Jewish organizations can be leaders in this uncharted territory by integrating “online” and “offline” approaches to fundraising. In this day and age, one method cannot work at an optimal level without the other. For example, the Jewish federation can promote engagement opportunities through offline means (postal mail and telephone) as well as online (email and website).

The integration of online and offline modes of communication can help capture missed opportunities. Jewish federations know all too well that there are many people who are currently not being reached through the traditional fundraising tools. Using e-philanthropy tools, which is cost effective and immediate, can help build relationships with people that are not currently engaged with the organization while having a positive impact on the future and, potentially, on the bottom line.

Technology Changes the Conversation

As more and more people continue to use the Internet as a primary form of communication, it's a opportunity for the Jewish federation to become part of those conversations. Technology, through its ability to reach people through unconventional means, gives the unaffiliated an opportunity to see themselves as a significant member of

the community, not only through fundraising but through volunteering and social action. The technology gives access to a wealth of new people.

With the boundaries visibly reduced, the conversation between the Jewish federation and its publics can change, as well. It can manifest itself in various forms (e-mail, pop-ups, web pages), it can happen at any time (whenever the user connects onto the Internet), and can lead to instant action (making a donation, viewing a community calendar to see upcoming events, sign up for a volunteer opportunity).

Technology provides the necessary tools to drastically change how the Jewish federation interacts with the public AND how the public interacts with the Jewish federation. The enhancements are cost-effective and, when integrated into traditional communication, make a dynamic statement about the power of the Jewish community and its ability to be on the cutting edge.

Make E-Philanthropy Omnipresent

Build e-philanthropy initiatives into everything: commit to integrating e-philanthropy strategies into all areas of a fundraising or outreach structure. If the Jewish federation is going to commit to using the Internet as a key tool in its fundraising efforts, then it must be a tool that is utilized and integrated into all elements. Mentioning the ability to give a gift online in a direct mail letter, but not following up with supportive e-mail communications diminishes the power of e-communication. Explaining to people the urgency of the needs of the Jewish community but not offering them an immediate way to take action with a give made through the Jewish federation's website. These are lost opportunities, and Jewish communities cannot afford to miss them.

The power of e-philanthropy is heightened when it is integrated and fully supported by all the communication tools within the organization. With an approach that includes a complete incorporation of e-philanthropy measures within the successful traditional measures already in place, the Jewish federation has the opportunity to continue to build support from current constituents while making a transition to a more mobile, more e-centered operation. Now is the time for that evolution – steps taken today to combine the online and offline communications models will yield great dividend in the future. Through these efforts, the state of Jewish involvement and the state of Jewish philanthropy will blossom.

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Appendix A
Survey Statements

Section I: Informational Questions

For each of the following, circle one (1) answer that most closely agrees with your opinion on the statement. The choices are: **SA** (Strongly Agree), **A** (Agree), **N** (Neutral), **D** (Disagree), and **SD** (Strongly Disagree).

1.	I see the internet as an effective fundraising tool in the next 20 years.	SA	A	N	D	SD
2.	Jewish fundraising organizations will have difficulty embracing online fundraising efforts as integral parts of their fundraising initiatives.	SA	A	N	D	SD
3.	Organizations can use the internet to solicit donations from only donors and potential donors of under \$1,000.	SA	A	N	D	SD
4.	When someone gives a gift online, it will be difficult to encourage that person to give a gift at a higher level.	SA	A	N	D	SD
5.	In order to use e-philanthropy strategies, the target audience should be under age 45.	SA	A	N	D	SD
6.	E-philanthropy will hurt the current fundraising structure for it will not allow for personal, face-to-face contact.	SA	A	N	D	SD
7.	There are many ways to incorporate e-philanthropy strategies into an overall fundraising campaign.	SA	A	N	D	SD
8.	Within the next generation, e-philanthropy initiatives will account for more than 75 percent of all donations.	SA	A	N	D	SD
9.	The volunteer-driven style of management for Jewish philanthropies will lose its power as e-philanthropy moves into the picture	SA	A	N	D	SD
10.	Smaller, more spread out Jewish communities will be able to better use e-philanthropy strategies to attract donors that they couldn't reach through more traditional avenues.	SA	A	N	D	SD

Section II: General Information *(for statistical purposes only)*

Please feel in any, all, or none of the information to the questions below. Thank you for your responses.

Position in Organization (circle only one)

Marketing Director

Website Administrator

Campaign Director

Other (specify): _____

Location of your Federation (State Only): _____

Average Donor Age Range (circle one)

Under 25

51-60

25-40

61-70

41-50

70+

Total raised, in 2003, through online donations (to the nearest thousand): \$ _____

Number of donations per category (fill in all categories based on 2003 Campaign Year totals)

_____ \$1-\$499

_____ \$10,000-\$99,999

_____ \$500-\$999

_____ \$100,000-\$249,999

_____ \$1,000-\$4,999

_____ \$250,000+

_____ \$5,000-\$9,999

Comments:

Appendix B
Survey Results

Section I: Informational Questions

	SA	A	N	D	SD
1. I see the internet as an effective fundraising tool in the next 20 years.	16	14	1		
2. Jewish fundraising organizations will have difficulty embracing online fundraising efforts as integral parts of their fundraising initiatives.	1	8	4	17	1
3. Organizations can use the internet to solicit donations from only donors and potential donors of under \$1,000.	3	5	2	18	3
4. When someone gives a gift online, it will be difficult to encourage that person to give a gift at a higher level.	2	6	7	13	3
5. In order to use e-philanthropy strategies, the target audience should be under age 45.	2	6	6	17	
6. E-philanthropy will hurt the current fundraising structure for it will not allow for personal, face-to-face contact.	1	5	7	17	1
7. There are many ways to incorporate e-philanthropy strategies into an overall fundraising campaign.	13	17	1		
8. Within the next generation, e-philanthropy initiatives will account for more than 75 percent of all donations.	3	4	7	14	2
9. The volunteer-driven style of management for Jewish philanthropies will lose its power as e-philanthropy moves into the picture		4	7	18	2
10. Smaller, more spread out Jewish communities will be able to better use e-philanthropy strategies to attract donors that they couldn't reach through more traditional avenues.	5	22	2	1	1

Appendix C

Statistical Information and Additional Survey Responses

Section II: General Information *(for statistical purposes only)*

Position in Organization (select only one)

Campaign Director	6	Website Administrator	6
Marketing Director	6	Other (specified below)	13

Other responses: Administrative Assistant, Executive Director, Marketing Associate, Public Relations Manager

Location of your Federation (State Only)

Arizona	1	Kansas	2	North Carolina	1
California	6	Louisiana	1	Ohio	2
Colorado	1	Missouri	1	Oregon	1
Florida	2	New Hampshire	1	Rhode Island	2
Georgia	1	New Jersey	3	Virginia	1
Indiana	2	New York	1		

Average Donor Age Range (circle one)

Under 25		41-50	8	61-70	4
25-40		51-60	8	70+	1

Total raised, in 2003, through online donations (to the nearest thousand)

No Answer	3	\$1,300	1	\$10,000	2
\$0	6	\$1,400	1	\$13,000	1
Under \$100	1	\$1,800	1	\$20,000	1
\$300	1	\$2,200	1	\$60,000	1
Under \$1,000	1	\$2,400	1	\$90,000	1
\$1,000	1	Under \$10,000	1	\$100,000	

Total raised, in 2004, during entire campaign (to the nearest hundred thousand)

No Answer	1	\$3,100,000	1	\$7,500,000	1
\$300,000	2	\$3,800,000	1	\$9,000,000	1
\$350,000	1	\$4,000,000	1	\$10,300,000	1
\$400,000	1	\$4,100,000	2	\$16,500,000	1
\$600,000	1	\$4,500,000	1	\$22,500,000	1
\$1,200,000	1	\$5,000,000	1	\$30,000,000	1
\$2,000,000	1	\$5,300,000	1	\$30,200,000	1
\$2,100,000	1	\$7,400,000	1	\$43,000,000	1
\$2,300,000	1				

Additional Responses

“This federation has yet to offer online giving, though we are moving towards it. There is no question the “Federation culture,” especially in development/campaign arenas, still resist the idea (except newer members of the team who are not entrenched in “traditional” Federation thinking.) Resistance to change is natural but is more about loss of “control” than about taking advantage of new opportunities. It also presents somewhat of a “job threat” aspect. Actually, I think the true challenge will be in finding new ways to engage and connect with donors online. BUT ... isn’t that what we are already trying to do everyday?”

“Our Federation just added online donations to its website.”

“Age range is difficult, because we do not track by age. We have the bulk of high end givers 50+, but we have a substantial range of 30-49 who give well too.”

“Glad you’re doing this. But the questions seem to not take into account that e-philanthropy can (and should be a) COMPLEMENT to other fundraising methods, not a replacement. It’s a powerful tool. And it has a very real chance of opening up new doors to the personal conversations that we know will be most effective, in the long run, for the most dollars. In a perfect world an e-philanthropy could/would/should be followed up by a call, a personal letter, whatever, to say “thanks” and encourage a relationship that leads to more serious involvement over time.”

“E-philanthropy is not going to be effective in smaller communities.”

“Donor age range is very approximate and is an average based on the number of donors, not the dollar amount donated.”