

# GENERATING LEVERAGE MULTIPLYING IMPACT



A CASE STUDY OF  
*MISSION INCREASE  
FOUNDATION'S*  
BLENDED MODEL OF  
CHARITABLE INVESTMENT

BY AMY L. SHERMAN  
PROGRAM ON FAITH & GENEROSITY

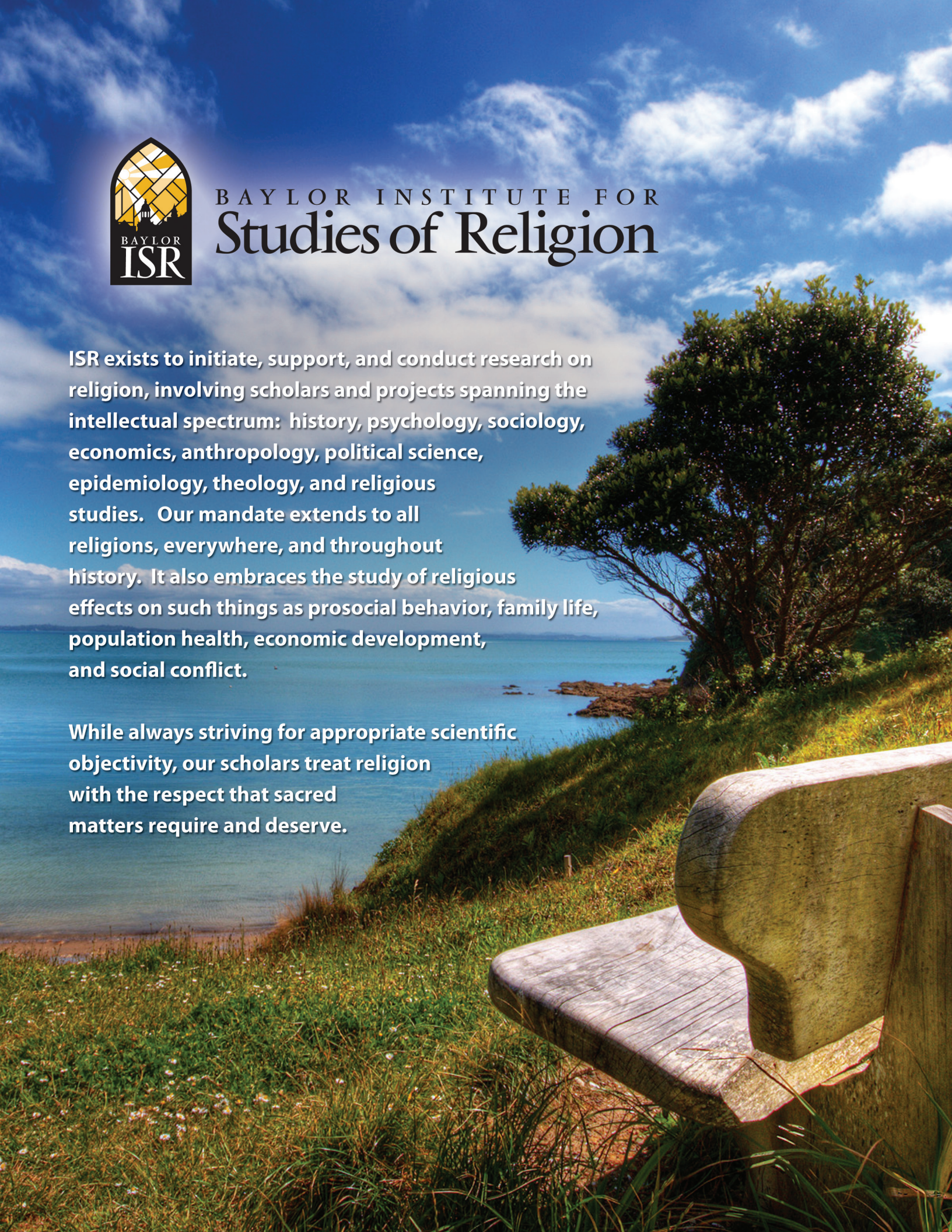




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## EXECUTIVE SUMMARY

“Leverage” is the single word that best describes the heart of Mission Increase Foundation.

For Dale Stockamp and Ron Post, the businessman and ministry leader who combined their passions and gifts to launch the Foundation in 2001, Mission Increase Foundation (MIF) is about multiplication:

enhancing the skills of ministry leaders so that they can grow their support base and increase the number of people they serve. Unlike most foundations, MIF focuses on capacity building (as opposed to direct social services). Even more uniquely, it hones in specifically on fundraising capacity and provides a blended menu of training, consulting, and grant making. It offers its services for free.

In summer 2009, MIF contracted with the Sagamore Institute’s Center on Faith in Communities (Sagamore) to conduct a detailed examination of its activities and influence. Sagamore prepared an online survey for MIF constituents and conducted onsite interviews with staff, Board members, and nonprofit directors from two of MIF’s six branch offices. Sagamore also completed 43 telephone interviews with ministry leaders. Our study sought to gain insight into the ways that involvement with MIF had influenced participating nonprofits, and in particular, what differences such involvement had made on the ministries’ donor development performance. We also sought to understand what makes MIF unique from other foundations and training organizations.

In its early years, MIF focused initially on intensive consulting and grant making. In 2006, MIF began placing greater emphasis on providing free fundraising training (not tied to grants) for nonprofit leaders.

### MIF IN ACTION

*MIF teaches a comprehensive “transformational giving” paradigm to trainees that differs in important ways from traditional fundraising instruction. MIF’s training focuses on helping nonprofit leaders to increase volunteer involvement in their ministries.*

### MIF IN ACTION

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That same year the Foundation also began expanding its services into new regions by opening new field offices. These two moves significantly increased MIF’s reach. In 2006 it hosted 11 events serving 113 unique attendees from 68 nonprofit organizations. By 2008 it was hosting 280 events serving 1,977 unique attendees from 924 nonprofits. From its inception to December 2009, MIF has made 437 grants totaling \$18,556,641 to 185 organizations<sup>1</sup>. The highest proportion of grantees is in Portland, where MIF

began and is still headquartered. Overall, MIF has influenced close to 1000 nonprofits through its various services.

<sup>1</sup> From internal MIF data December 14, 2009

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With few exceptions, MIF targets only Christian, direct service nonprofits of annual budgets between roughly \$200,000 and \$2 million dollars. Roughly two-thirds of MIF’s constituents come to them with little prior training in fundraising/donor development. Most nonprofit leaders interviewed reported that ample opportunities for fundraising training were available to them in their locales—as long as they could afford them and did not insist on training that was explicitly Christian. In almost every case, only MIF offered free training, and MIF’s programs were typically among only very few options that were explicitly faith-based.

MIF teaches a comprehensive “transformational giving” paradigm to trainees that differs in important ways from traditional fundraising instruction. MIF’s training focuses on helping nonprofit leaders to increase volunteer involvement in their ministries. It encourages trainees to provide a wide menu of hands-on involvement opportunities and to walk alongside volunteers as they become more deeply invested with the ministry. Such volunteers are coached to become champions of the organization, using their influence within their own social network to spread the ministry’s cause. In short, the model is centered on donor discipleship. It redefines traditional markers of fundraising success by placing more emphasis on the donor’s personal commitment to the cause and less on the dollar amount of his/her giving. MIF emphasizes training in new donor acquisition, teaching ministry leaders to coach current donors in bringing in new donors and to host events that introduce the nonprofit to people previously unaware of it. It also equips leaders to recapture lapsed donors.

Nonprofit leaders report that these practical strategies have been fruitful, but their most frequent praise of MIF concerns something more fundamental. Repeatedly they report that MIF has helped them to gain a totally new, and more Biblical perspective on the task of fundraising, and that this has motivated them to invigorated, more creative, and more cheerful efforts.

Overall, Sagamore’s survey analysis from 450 constituents of MIF found that high levels of involvement with the Foundation, a high degree of implementation of MIF strategies, and receipt of a grant from MIF were strongly correlated with the organizations showing the greatest degree of fundraising success. In short, what MIF teaches works. Key findings from the study are highlighted below:

## KEY FINDINGS

- MIF has achieved a significant degree of leverage through its granting activities. In four of the six branches, the overall amount of money raised by grant recipients has been more than double the total amount granted by the Foundation.

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### MIF IN ACTION

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- An overwhelming majority of MIF’s clients value the services they have received from the Foundation. Fully 89% of the online survey respondents indicated that they rated MIF’s services as “valuable” or “extremely valuable”
- A majority of the ministry leaders rated MIF’s training as of even greater value to them than MIF’s grants.
- A majority of survey respondents (54%) indicated that as a result of their involvement with MIF they had seen progress in moving their donors to greater engagement and ownership of the mission. Among the quartile of respondents with the most intense involvement with MIF, this figure was 84%.
- Overall, 47% of survey respondents reported that as a result of their involvement with MIF, they had been able to increase the amount of money raised for their nonprofit. However, the more intensively organizations are involved with MIF, the more likely they were to have increased their revenue. Fully 81.4% of “intensively engaged” constituents and 67.1% of “highly engaged” constituents reported increased revenue versus 44.6% of constituents with “low engagement.” Nonprofits that had received both grants and training from MIF showed stronger performance on increased revenue than did groups receiving only training: 98.8% of grantees had increased revenue compared with 51.8% of non-grantees.
- 48% of survey respondents indicated that their involvement with MIF had helped them to increase the number of new donors to their agencies. Again, the degree of engagement with MIF mattered: 80.2% of intensively engaged organization achieved this outcome while only 41.8% of low-involvement groups did so.
- The 22 respondents that indicated that their organizations had not implemented any of MIF’s strategies showed very strong correlations to poor fundraising performance. 91% of these groups did not increase their revenue; 91% failed to attract new donors; 95% did not diversify their revenue streams; and 77% did not recapture lapsed donors.
- By contrast, the 84 respondents that indicated they had implemented many ideas they’d learned from MIF showed very strong fundraising performance: 84% increased their revenue; 80% acquired new donors; 58% diversified their revenue streams; and 61% increased their number of major donors.

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**MIF IN ACTION**


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- One-quarter of respondents reported that they had obtained new grants (from philanthropic foundations other than MIF) since their involvement with MIF. For the group of respondents that had implemented many of MIF's ideas, this figure was nearly double (47.6%).
- Among those respondents that had implemented many of MIF's ideas, 60.7% obtained new major donors.

Overall, our research found that MIF's approach to fundraising training was both unique and effective. Constituents reported high degrees of satisfaction with the training received, rating it relevant, valuable, and practical. Those with the least amount of prior fundraising training tended to implement the most ideas, but a considerable percentage of even highly experienced respondents still tried out MIF's strategies. While MIF's approach is not a "one size fits all," our findings indicated that its recommendations were relevant and plausible to most constituents regardless of their organization's size or age. The few respondents that reported that MIF training did not "fit" them either disagreed with the philosophy of high volunteer engagement or were structured in such a way as to make hands-on engagement for "ordinary" volunteers difficult.

Although the vast majority of constituents surveyed reported they valued MIF's training, this did not mean that all trainees actually implemented what they learned. Roughly one-third admitted they had implemented only a few or none of the strategies taught. Those organizations showed clearly poorer performance on all of the fundraising outcomes (e.g., diversifying revenue, acquiring new donors, increasing overall revenue) examined. Moreover, small doses of MIF training did not appear to lead to successful outcomes. Respondents with the least amount of time invested in MIF were typically two or three times less likely than those with the highest degrees of engagement to achieve success on the fundraising outcomes studied. All of these findings support the comments of MIF's senior trainer, Eric Foley, who summarizes MIF's model as "an overall approach, not an overnight approach" to fundraising.

A hand is holding a spiral-bound notebook. On top of the notebook is a document with a grid and some text. The background is a blurred blue wall.

## GENERATING LEVERAGE, MULTIPLYING IMPACT

To gain the fullest understanding of MIF's approach, focus, philosophy, and value, Sagamore undertook a multi-faceted study using both quantitative and qualitative methods.

Today's Agenda  
Ten Specific Areas of Concern  
AKA The Transition  
Giving Ten

# INTRODUCTION & STUDY METHODOLOGY

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In summer 2009, Mission Increase Foundation (MIF) contracted with the Sagamore Institute’s Center on Faith in Communities (Sagamore) to conduct a detailed examination of its activities and influence. The purpose of the study was threefold: to document the value of MIF’s services among its constituents; to examine the effects participation with MIF has had on its clients; and to provide a third-party observation and description of the Foundation’s model.

To gain the fullest understanding of MIF’s approach, focus, philosophy, and value, Sagamore undertook a multi-faceted study using both quantitative and qualitative methods.

For a period of three weeks in November 2009, Sagamore Institute hosted an online survey for individuals from organizations within MIF’s database. (See Appendix B for the survey instrument.) Invitations to complete the online survey were sent to all 2,475 individuals in MIF’s database. A total of 450 individuals participated in the survey, though not all answered every question.

Based on analysis of answers to selected questions, the research team created three pools of respondents with whom additional telephone interviews were completed: the “highly successful” (those respondents who indicated effectiveness in fundraising as measured by at least 7 of 11 dimensions)<sup>2</sup>; the “dissatisfied” (those individuals whose responses to five selected items indicated that they had some level of dissatisfaction with MIF’s services); and the “experienced” (those individuals who indicated that they had received a substantial amount of fundraising/donor development training prior to their engagement with MIF). In all, 43 telephone interviews were completed (14 with “highly successful” individuals; 15 with “dissatisfied” respondents; and 14 with “experienced” respondents).

Sagamore Senior Fellow Dr. Amy Sherman also conducted multi-day site visits at the MIF headquarters in Portland, OR and at its branch office in Phoenix, AZ. She interviewed a total of five MIF staff, two MIF board members, and seven leaders from nonprofits that had significant involvement with Mission Increase. She also listened to several hours of MIF training videos to acquaint herself with MIF’s content. To understand what training resources other than MIF’s were available to faith-based nonprofits in the cities served by the Foundation, Sagamore staff conducted online research to compile information on alternative providers. Sherman also personally interviewed the director of one popular secular nonprofit training agency in Portland called TACS.

Sagamore staff also invested considerable time analyzing data available through in-house records maintained by the Foundation. MIF seeks to collect financial data from every organization it serves, a minimum amount of information for non-grantees and a more extensive profile for grantees. Unfortunately, not all the organizations involved with the Foundation have been faithful in keeping their ministry profiles updated. Relatively complete data was available for about 200 organizations in the database, and Sagamore staff examined this to identify patterns related to financial performance.

Finally, in order to try to understand MIF within the larger universe of faith-based fundraising trainers/consultants, Sagamore staff conducted online research to identify peer or competitor organizations. We identified 21 organizations that were Christian and served churches and/or nonprofits with some array of fundraising services (e.g., training, consulting, one-on-one coaching, online training) and then sought to complete analysis that would shed light on the uniqueness of Mission Increase.

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2 The 11 dimensions were: increasing revenue raised; increasing the number of new donors to the organization; increasing the diversity of revenue streams; moving more donors from a “participant” status to “engaged” or “owner” status; adding paid staff to the organization; using new fundraising or donor database software; strengthening the organization’s ability to evaluate its fund raising progress; improving the ministry’s reputation among potential funders; recapturing “lapsed” donors; increasing the number of major donors; and obtaining new grants.

A large group of people in a conference room, some sitting at tables and others standing, engaged in discussion. The room has a modern design with recessed ceiling lights and a large window in the background. The people are dressed in business casual attire. Some are looking at documents or laptops on the tables. The overall atmosphere is professional and collaborative.

## GENERATING LEVERAGE, MULTIPLYING IMPACT

“Leverage” is probably the single word that best describes the heart of Mission Increase Foundation.



# GENESIS OF MIF

## MISSION INCREASE FOUNDATION

In the wake of the killing fields in 1970s Cambodia, businessman Ron Post launched Northwest Medical Teams, an international Christian relief organization, to bring desperately needed aid and medical personnel to refugees fleeing the Khmer Rouge. Over the next two decades, the entrepreneur-turned-charity-director grew the nonprofit to a \$100 million dollar giant serving over 4 million people in over 50 nations worldwide. In 2003, Forbes magazine rated it among its top ten “gold star” charities.

When Post turned 60, he turned over the reins at Northwest Medical, and started praying about the next works God had in mind for him. He recalled the many times nonprofit directors had come to him seeking fundraising advice. He wondered whether he could play a role in coaching others so that their organizations could grow. He turned to friend and donor Dale Stockamp over breakfast one day in 1999, seeking counsel. Providentially, Stockamp had recently read of how a local foundation had reached a new high in giving, investing some \$23 million in a variety of charitable enterprises. Laughingly admitting to a competitive spirit, Stockamp says he determined then that he would beat that number during his lifetime, making an even greater philanthropic impact. To do so, he knew that multiplication was key. He began musing about the possibility of a charitable foundation that would offer donor devel-

opment training and matching grants to ministry leaders in order to help them significantly expand their own donor base and client reach.

With such ideas already beginning to percolate, Stockamp remembered that the meeting with Post a decade ago seemed pre-ordained. The two men quickly realized that they shared a common vision to grow ministries. They also shared a diagnosis about why many nonprofits failed to expand: they saw passionate ministry leaders adept in frontlines service with the needy but weak in organizational and development prowess. But given training, coaching, and financial encouragement, Stockamp and Post posited, perhaps ministry leaders could strengthen their skills, grow their donor base, and enlarge their organizations’ capacity to serve more people.

This vision was confirmed in Post’s mind when, shortly after this meeting with Stockamp, he telephoned the Portland Union Gospel Mission. He inquired whether the ministry would be interested in receiving some free coaching on fund development—and learned to his delight and wonder that the staff had prayed just two hours prior for God to send someone to help them address their financial crisis.

After about a year working one-on-one with ministry leaders, Post and Stockamp decided to expand

their new venture. They incorporated Mission Increase Foundation, seeded with money donated by Stockamp. Post then contacted his friend and former colleague Dave Farquhar and invited him to join the new enterprise. Together Post and Farquhar began to come alongside a number of Portland nonprofits with one-on-one coaching and modest grants.

From the outset, their coaching led to significant successes for local Portland ministries. Post's first client, Portland's Union Gospel Mission, climbed out of its debt within 1.5 years and managed to raise over \$8 million to build an additional facility that doubled its service capacity. Another nonprofit, Abuse Recovery Ministry & Services (ARMS), literally "grew up" under Dave and Ron's nurture. Founder Stacey Womack remembers the early days when the ministry operated from her guest bedroom and its biggest fundraiser netted just \$2,000. MIF invested in ARMS with a matching grant to help Womack put on a major fundraising banquet. She was so nervous she couldn't do "the ask," so Post stepped in. The banquet raised nearly \$50,000 dollars. "It was really an amazing thing," Womack recalls. "We were able to raise the money and that took the office out of my home and into a public office. I hired my first employee." As Womack continued to put into practice the principles and strategies she was learning from the Foundation, ARMS grew from an annual income in 2001 of roughly \$6,500 to a 2005 income of approximately \$158,000. By 2008 its income had reached \$275,000.



# II THE MIF MODEL

## MISSION INCREASE FOUNDATION

### CORE VALUES

“Leverage” is the probably the single word that best describes the heart of Mission Increase Foundation.

For co-founders Stockamp and Post, Mission Increase is about multiplication: enhancing the skills of ministry leaders so that they can grow their support base and help more people in need. “We are trying to cause ministries to grow that they may serve more people and win more people to Christ,” Post states simply. “That to me is what we’re all about.”

From the start, Post and Farquhar encouraged nonprofit directors to look less to the bottom line and more to the people within their support base who had potential to become organizational champions. Such individuals could spread the ministry’s mission within their own spheres of influence, multiplying the organization’s exposure and bringing new donors in. MIF also sought to achieve leverage by offering only matching grants.

With a few successful years behind them, MIF’s leaders celebrated the ways that Christian nonprofits in Portland had grown with their help. But they also recognized their own limited reach and the vast hunger in the nonprofit world for accessible, affordable fundraising advice. MIF’s granting and

coaching model had proven effective, but was also highly time-intensive, limiting the number of groups it could serve. In the early years, MIF staff were working with about 20 ministries annually, making about 30 grants. To expand their reach, MIF pursued two new directions during the first decade of the 21st century. They launched an aggressive training events campaign to share their message via seminar and workshop formats and they opened new branch offices to meet the needs of ministry leaders outside of Portland. In 2006 MIF hosted 11 training events and reached 118 attendees. As word of the free trainings spread along the nonprofit grapevine, and as MIF opened branches in Seattle, California, and Colorado, by 2008 the Foundation was offering 280 trainings annually that served well over 4,500 attendees, and was making about 70 grants.

The expanded reach was desirable, but did not trump the Foundation’s core commitment to depth. Staff, led by new hire Eric Foley, who joined the leadership team in 2006, developed a training curriculum featuring 18 modules.

Foundation staff like to warn ministry leaders that they do not offer quick fixes, but an entirely new system for donor development that takes over a year to fully implement. As Foley explains, “We offer an overall system, not an overnight system.” MIF also

remains selective in its grant making. In 2008, only about 25 % of training attendees secured matching grants.

The evolution of MIF's training strategies, too, reveals the organizational bias towards depth over breadth. In 2009, after experimenting with a "lab" format that enabled groups of ministry leaders to try some hands-on application of principles learned in the seminar, MIF leaders decided to return to greater emphasis on one-on-one coaching. "What we found [with the labs] was that a lot of the participants liked the material and wanted the opportunity to really interact about it. But often the [lab] homework assignment that we were giving them was either beyond where they were at or different from how they wanted to apply the material," Foley explains. Starting January 2010, MIF began providing one-on-one consults with seminar attendees to help them implement their learning in ways customized to their organizations.

## THE TRANSFORMATIONAL GIVING PARADIGM

At the heart of MIF's fundraising approach is a commitment to raising ministry champions. Staff like to emphasize that MIF's paradigm is about discipleship and donor development. While MIF's emphasis on people is not unique (other fundraising consultants studied by the research team also focus on building relationships), it differs from other approaches because it is centered on measuring the donor's growth in commitment to the organization's cause rather than on the dollar amount he/she gives.

None of MIF's leaders contend that they began with a well-developed fundraising model they called "Transformational Giving." Rather, each was deeply committed to certain Biblical prin-

ciples they believed shed valuable light on the task of fund development. They saw fundraising itself as a ministry, an opportunity for nonprofit leaders to invite Christians into God's mission through a generosity that would prove to them the Biblical promise that it is more blessed to give than receive. They enjoyed confidence in God's abundant provision and eschewed what they saw as "transactional" methods of fundraising. They knew that money tended to follow an individual's time investment in the actual work of the nonprofit. All these intuitions influenced the coaching Post and Farquhar did with ministry leaders, and shaped Foley's actual practice of fundraising with the Los Angeles Rescue Mission (where he was employed prior to joining MIF).

As Foley continued to practice such principles after leaving the L.A. Mission and working as a consultant and trainer to small nonprofits, he began to work with Dave Farquhar to systemize "what we all were doing but didn't yet have a name for." He appreciated the stewardship principles he saw being taught to donors by such Christian organizations as Generous Givers, but felt these were insufficient for nonprofit directors. Those insights didn't compose a comprehensive system that could serve as a viable alternative to the traditional transactional fundraising paradigm, Foley emphasizes. He elaborates:

What we do is to focus on growing Christians comprehensively in the image of Christ in relation to the cause that the nonprofit serves. And so that's what Transformational Giving is.... If you're a leader in the Christian world, your job is to grow people into the likeness of Christ comprehensively [in order] to do what it says in Ephesians 2:10, those 'good works' that God has prepared for them to do before the foundation of the world. So the consulting I was doing

wasn't 'Hey, let me help you with fundraising.' It was changing the way that [ministry directors] saw their ministry. So instead of doing ministry and getting support from other people, I was helping them to change their ministry so that they were actually a platform for people to come in and do ministry, a gymnasium.... This is an approach that is different in kind, not just degree, from traditional transactional fundraising.

## HOW MIF WORKS

MIF has articulated ten key principles of Transformational Giving (TG) and organizes its wide range of seminars—on everything from e-fundraising to planned giving to strategic planning to special events—around these principles. (See Appendix A for a listing of the ten TG principles.) Foley says, "We're trying through our curriculum to help [ministry leaders] understand what the transformational giving principles look like in every aspect of fundraising."

Although MIF regularly seeks input from its clients as to the sorts of seminar topics they are interested in, their training model is more directive than responsive. Foley explains:

What happened was that initially we took the step to say "Hey, instead of doing one-on-one ministry, we need to create a curriculum because otherwise what we're doing is simply pandering to whatever the non-profit wants to talk about." You know, typically non-profits don't come in and say, "Please change my fundamental way of looking at fundraising!" They typically say, "This is what I'm doing and I need your help to edit it" or "Here's a boiler plate grant application that I want to send out to a thousand foundations, can you look at it?"

And so what we recognized was a need to move from one-on-one consultation where the ministry

was setting the agenda to a full curriculum where we were setting the agenda.

Today this curriculum offers what Foley calls twelve "core subjects that most Christian organizations need to know" and six "supplemental subjects" that are more technical (e.g., gifts in kind, capital campaigns). At each branch location, MIF offers seminars or workshops about once a month. These used to be followed by hands-on "labs" where participants were assigned homework to aid them in implementing the principles taught in the workshops. Lab attendance was initially very high, but then quickly began dropping off. Curious to know why, staff began talking with ministry leaders. They learned that the problem was the single "one-size-fits-all" homework assignment did not in fact fit all. Sometimes it was irrelevant to the ministry's needs; other times it was beyond its capacity. While ministry leaders did like the opportunity to have designated time to think through application issues concretely, the labs did not always allow for the customization they needed. Thus, MIF now follows the monthly workshops with one-hour private consultations with attending organizations that request such coaching.

Once an organization has begun implementing the TG principles in practical ways, they may be invited by MIF staff to complete a grant application. At this point, the organization completes a more detailed profile than the initial one they filled out as training attendees. This more elaborate questionnaire records information from the ministry leader concerning their organization's financial performance. MIF tracks several key indicators: overall revenue growth; diversification of revenue streams; numbers of donors and new donors; and number of clients served.

MIF offers matching grants of several types: support for an organization's special fundraising event, for new fundraising initiatives such as a major donors

campaign, or for funding a new paid position for a development director or assistant. Organizations that successfully match their initial grants can reapply later for additional funding. “You might get a grant for three years in a row and then you’re done for a while, if not forever,” Farquhar says. “We’re not a perpetual funder; we are a point-in-time in an organization’s life to get them to grow from childhood to maturity.”



## MISSION INCREASE FOUNDATION

### TARGET AUDIENCE

MIF targets Christian, direct service nonprofits of annual budgets between roughly \$200,000 and \$2 million dollars. Their focus is on groups offering direct service to the poor and they seek to support organizations with a commitment to evangelism. As a general rule they do not assist schools or intermediary organizations (those that build others' capacity but do not engage in direct social service themselves).

### MISSION INCREASE'S REACH

Since 2006, when MIF began offering training events and closely monitoring attendance, it has seen remarkable growth in the reach of its services. In 2006, it hosted 11 events serving 113 unique attendees from 68 nonprofit organizations. In 2007, it hosted 120 events serving 1,274 unique attendees from 628 ministries. The following year this jumped to 280 events serving 1,977 unique attendees from 924 nonprofits.

In fall 2009, Mission Increase reported having 959 active ministries and 170 inactive ministries in its database. ("Inactive" ministries include "graduates" of MIF that are no longer relying on the Foundation for grants or training; those nonprofits that did not

fit MIF's criteria to receive training or grants; and a few organizations that received grants very early in the Foundation's history but never continued the relationship with MIF through consulting or training.) The Portland branch, understandably, serves the largest number of ministries. Table 1 summarizes the breakdown of the number of ministries served by branch location.

TABLE 1: ACTIVE MINISTRIES BY BRANCH  
TOTAL = 959

BRANCH	# ORGANIZATIONS
Colorado	190
Los Angeles	179
Portland	277
Phoenix	114
Seattle	126
San Francisco (No. Cal.)	73

### GRANTMAKING ACTIVITY

As of December 2009, MIF has made 437 grants to 185 organizations. Not surprisingly, the largest number of these has been in the Portland region, where MIF began. (See Table 2 for a breakdown of grant activity by region.)

A significant percentage (44%) of organizations involved with MIF have received more than one

grant. The amounts granted vary, with small (for example, \$2500) mini-grants awarded to organizations for exceptional application of TG principles, and fairly sizable (e.g., \$50,000) grants to help agencies underwrite a new staff hire. The median grant amount is \$25,000. Almost all funding is in the form of matching grants, and according to MIF’s internal records, in only 17 out of 437 instances have recipients failed to meet the full match.

MIF has achieved a significant degree of leverage through its granting activities. In four of the six branches, the overall amount of money raised by grant recipients has been more than double the total amount granted by the Foundation. For example, at the Los Angeles branch, grants by MIF have totaled \$1,137,500 but the total raised by recipients was \$2,586,657. Even more impressively, at the Portland branch, total giving was \$16,186,141 but the total raised by recipients was over six times that amount: \$97,199,071. For the amounts granted and amounts raised at each branch, see Table 3.

**MISSION INCREASE’S DEPTH**

Figure 1 shows the breakdown of the proportion of constituents<sup>3</sup> served by the date of

their original engagement with MIF. Roughly two-thirds (67%) of MIF’s constituents began their involvement with MIF between 2-4 years ago. 22 % began with MIF within the past two years. Roughly 10% have been involved with MIF from 5 to 9 years ago and 1% began their involvement 10 or more years ago.

To gauge the intensity of the ministry’s involvement with MIF, staff calculated an estimate of the number of hours invested by staff with the organization. This included both a relatively straightforward estimate based on the actual number of hours spent consulting with the organization (MIF keeps records of such one-on-one consults) but also involved assigning an hourly value to non-consulting activities, such as grant receipt and participation in seminars, labs, and workshops. Using this methodology,

each group was assigned a numerical score equal to the total number of hours of involvement. The highest score was 444. 8% of MIF’s constituents had scores of over 100 and 24% had scores over 50. The median score, though, was only 8.

Using those scores, Sagamore clustered organizations into four equal quartiles, with category labels of “intensive engagement,” “high engage-

TABLE 2: GRANTS MADE BY BRANCH

TOTAL = 437

BRANCH	# GRANTS
Colorado	34
Los Angeles	53
Phoenix	11
Portland	321
San Francisco (No. Cal.)	8
Seattle	10

TABLE 3: GRANTS & AMOUNTS RAISED BY BRANCH

BRANCH	TOT. \$ GRANTED	TOT. \$ RAISED
Colorado	\$ 713,000	\$ 1,276,774
Los Angeles	\$ 1,137,500	\$ 2,586,657
Portland	\$ 16,186,141	\$ 97,199,071
Phoenix	\$ 115,000	\$ 353,159
Seattle	\$ 130,000	\$ 266,654
San Francisco	\$ 75,000	\$ 266,202

ment,” “moderate engagement,” and “low engagement.” In later sections of this report we compare the performance of MIF constituents by their degree of involvement.

We also specifically examined the number of trainings MIF constituents have attended. The mean number of trainings that MIF’s constituents have engaged in is nine <sup>4</sup>. Just under half of MIF constituents completed 10 or fewer trainings. 34% completed between 11-20 trainings; 11.5% completed 21-30 trainings and 4.7% completed over 30 trainings.

It is notable that a very high percentage of MIF constituent organizations—85%--send more than one individual (staff, board member, or volunteer) to the trainings.

**MISSION INCREASE’S CONSTITUENTS**  
(CHARACTERISTICS OF ORGANIZATIONS SERVED)

**Size**

In terms of budget size, as noted earlier, MIF targets organizations with revenues of between \$200,000 and \$2 million annually. Some of the organizations served in the early years of the Foundation had revenues under \$200,000. Figure 3 summarizes how the 426 organizations represented in the survey break down in terms of budget size.

**Service Sector**

The organizations served by MIF span a number of service sectors. A large percentage is engaged in missions/evangelism or in providing services to children/youth. Ministries focused on the disabled, on unwed mothers, Native Americans, or the homeless are involved in MIF, as are those focused on community development, disaster relief, and marriage and family counseling.

FIGURE 1: DATE OF ORIGINAL ENGAGEMENT WITH MIF

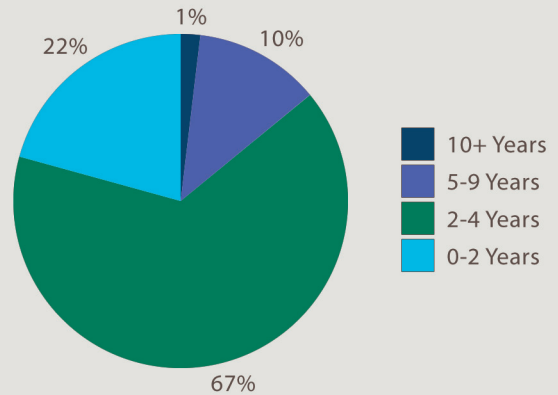


FIGURE 2: TRAININGS COMPLETED BY MIF CONSTITUENTS

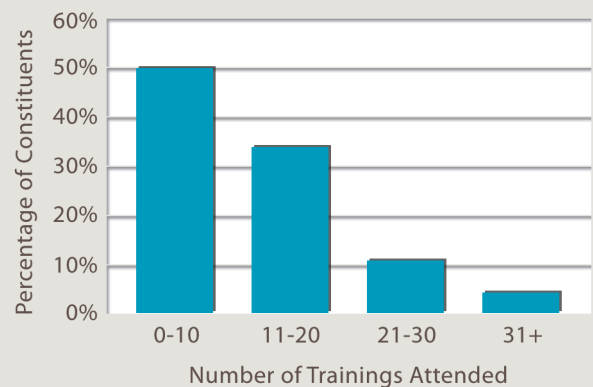
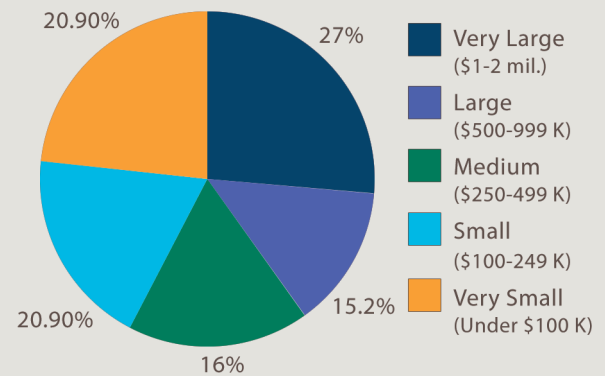


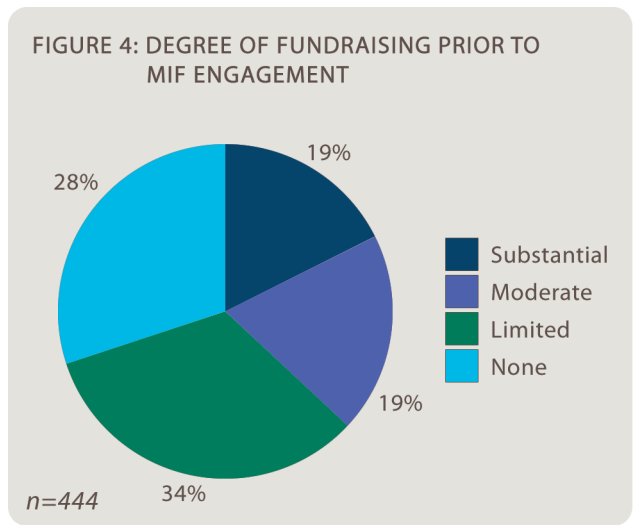
FIGURE 3: BUDGET SIZE OF MIF CONSTITUENTS SURVEYED



3 All calculations in this section are for the 341 organizations for which MIF has complete data.

4 The median was 11.

**Fundraising Knowledge.** Generally, MIF is dealing with organizational leaders that have very little, if any, prior training in fund development. As shown in Figure 4, fully 62% of its constituents report having limited or no prior fundraising training. Interestingly, those coming to MIF with the least amount of prior experience were the most likely to report that they had implemented “many” of MIF’s recommendations.





# MISSION INCREASE'S EFFECTIVENESS

## MISSION INCREASE FOUNDATION

Determining what difference engagement with MIF has meant to its constituents was at the heart of this case study. Key findings (drawing from both the quantitative and qualitative aspects of our research) are listed below according to the principal questions we sought to answer.

### **Is involvement with MIF correlated with success in increasing revenue?**

413 survey respondents answered questions about the effects of Mission Increase training on their organizations. Of these, 47% reported that as a result of their involvement with MIF, they had been able to increase the amount of money raised for their nonprofit.

A closer look at the data sheds some interesting insights. First, the more intensively organizations are involved with MIF, the more likely they were to have increased their revenue. In Table 4, we compare the relative performance of organizations based on their degree of involvement with MIF.

There was also a very strong correlation between the failure to implement principles taught by MIF and the organization's performance in terms of raising revenue. Within the survey pool, 22 organizations indicated that they had not implemented any of the strategies they had heard about in MIF's training.

Among this group, 91% indicated that they had not increased their income post-involvement with MIF.

By contrast, groups that reported they had implemented "many" ideas learned through MIF training showed strong performance. 84.5% of these organizations reported revenue increases.

### **Do MIF participants attract new donors, recapture lapsed donors, and encourage growth in donors from "participants" to "owners"?**

411 survey respondents answered the question on new donors, with 48% indicating that their involvement with MIF had helped them to increase the number of new donors to their agencies. Several ministry leaders we interviewed indicated that MIF's training in special events, particularly on how to implement an effective fundraising banquet, had led to notable achievements in capturing new donors. For example, Jack O'Neill from Hope Teams International indicated that recent banquets had netted between 40

TABLE 4: FUNDRAISING PERFORMANCE BY DEGREE OF INVOLVEMENT

DEG. OF INVOLVE.	% REPORTING INCREASED \$
Intensive	81.4%
High	67.1%
Moderate	59.2%
Low	44.6%

and 70 new donor households. Cheryl Wilson, Program Manager at Joni and Friends in Phoenix, explains that MIF training had helped her to realize that an event the ministry traditionally sponsors annually could be slightly recast in ways to involve more donors and to become a donor-acquisition event rather than only a service event.

409 respondents answered the question about lapsed donors, with a plurality (43%) indicating they had not recaptured lapsed donors. One quarter of respondents, though, did report that MIF training had helped them in this area. Steve Belden, COO of Alongside Ministries in Phoenix, offered this anecdote about his experience from the Lapsed Champions workshop:

A guy by the name of Ted, who first became acquainted with this ministry 5 years ago when he donated some office furniture, had continued to sit on the sidelines. He received our newsletters but never gave us a dime. After going through this workshop, we contacted Ted as a Lapsed Champion and renewed the relationship. About two months ago he walked in the door with \$10,000--and now he has pledged to give money to us on a quarterly basis.

Moving ministry volunteers from simple participants to “owners” who champion the agency’s cause and spread its mission within their personal spheres of influence is a major goal advanced through MIF’s training. A majority of survey respondents (54%) indicated that as a result of their involvement with MIF they had seen progress in moving their donors to greater engagement and ownership of the mission.

When these three aspects of fundraising performance are analyzed by the degree of involve-

ment respondents have with MIF, we found a clear, consistent pattern correlating the level of intensity of involvement with success in each aspect of fundraising (see Table 5).

Again, comparing respondents that implemented “many” of MIF’s ideas with those who imple-

TABLE 5: PERFORMANCE MEASUREMENTS BY DEGREE OF INVOLVEMENT

DEG. OF INVOLVE.	NEW DONORS		RECAPTURE LAPSED DONORS		MOVE DONORS FROM P TO O	
	YES	NO	YES	NO	YES	NO
Intensive	80.2	19.8	48.7	51.3	84.5	15.5
High	68.8	31.2	35.8	64.2	75.3	24.7
Moderate	60	40	36.5	63.5	71.4	28.6
Low	58.2	41.8	25.4	74.6	58.3	41.7

mented none was revealing. The 22 organizations that reported not implementing MIF principles showed a strong correlation with failure to attract new donors, to recapture lapsed donors, and to move donors from “participant” to “owner” status (see Table 6). Among the 84 respondents who indicated they implemented many of MIF’s ideas, performance was far better: 78% attracted new donors; 50% regained lapsed donors; and 84% moved donors from Participant to Ownership status.

TABLE 6: PERFORMANCE OF ORGANIZATIONS NOT IMPLEMENTING MIF PRINCIPLES

OUTCOME	YES	NO
Attract New Donors?	4.5%	90.9%
Recapture Lapsed Donors?	9.1%	77.3%
Move Donors from P to O?	4.5%	95.5%

n=22

### Is Mission Increase involvement correlated with growth in diversifying revenue streams?

Roughly one-third of the survey respondents (31.2%) indicated that, as a result of their organization's involvement with MIF, they had been able to diversify their revenue streams. Another quarter (27%) reported they were unsure, presumably because of a lack of documentation or because the individual survey respondent was a volunteer or board member of the agency and lacked knowledge on this topic. Approximately 42% of survey respondents indicated that their organizations had not seen an increase in diversity of revenue streams since their engagement with MIF.

Although overall revenue diversification was not a strong result for most of MIF's clients, for those that had grown in this area the changes were dramatic. As Chris McDaniel from DELTA Ministries International puts it, "When we started we had 5 income streams and now we have roughly 12. I wouldn't have even thought about an 'income stream' if it wasn't for Mission Increase."

Examining performance on this measure by degree of the agencies' involvement with MIF was again illuminating and displayed the same consistent pattern of correlation between intensity of involvement with MIF and success in this aspect of fund development (see Table 7).

TABLE 7: REVENUE DIVERSIFICATION BY DEGREE OF INVOLVEMENT

DEG. OF INVOLVE.	% HAD DIVERSIFIED \$
Intensive	54.2%
High	45.2%
Moderate	40%
Low	29.9%

Again, the vast majority of the organizations that had not implemented any of MIF's strategies reported poor performance on this outcome: fully 96% had not diversified their revenue streams. By contrast, among the 84 respondents that indicated they had implemented many of MIF's strategies, 58% had succeeded in diversifying their revenue streams.

#### MIF IN ACTION

*"I wouldn't have even thought about an 'income stream' if it wasn't for Mission Increase."*

*Chris McDaniel  
DELTA Ministries International*

### How well do Mission Increase grantees leverage their grants? (raise additional capital)

As noted earlier, out of 437 grants, in only 17 instances did organizations fail to meet the full matching grant amount. In a notable number of instances, organizations raised considerably more than the full match amount. In 2000, for example, Open House Ministries received a \$250,000 grant from MIF to support a major donor campaign. Open House raised over \$1.2 million through the campaign. Another impressive example is My Father's House, a community shelter. It turned its \$100,000 grant from MIF into \$953,726. Additionally, Union Gospel Mission tripled its grant of \$250,00.

The online survey queried MIF clients as to whether they believed the training they'd received from MIF, or their receipts of MIF grants, had contributed to their ability to raise additional capital. Nearly one-third of respondents (31%) indicated that involvement with MIF had helped them secure new "major" donors. One-quarter reported that they had obtained new grants from philanthropic foundations since their involvement with MIF, and 39% stated that

their involvement with MIF had improved their organization’s reputation among potential funders.

Chris McDaniel of DELTA Ministries International reports that MIF coaching and training has had a substantial impact on the organization’s ability to secure grant funding:

Dave [Farquhar] coached me in one of the most difficult grant requests that I’ve ever put forward. As a result of that my grant-writing ability was transformed--and to know to who to go for, when to go for them, and what you [say]. And so the grant writing [training] has had a significant impact. Prior to training with Mission Increase, DELTA had received only one other grant.... Since going with Mission Increase, in the past six or seven years we have secured over a half million dollars in grants--a very tangible fruit that we’ve seen.

Cheryl Wilson from Joni and Friends in Phoenix believes their involvement with MIF, and particularly the fact that they had received a grant from the Foundation, enhanced their reputation with local donors and, particularly, churches:

It added huge credibility to our ministry... The fact that Jonathan [Roe, of MIF’s Phoenix branch] was saying that they looked at over two hundred ministries in Arizona, and [we] got invited into the process to apply for a grant—that was huge credibility for us in terms of the recognition that we are a solid ministry. And I think that made a huge impact with churches as well.

**How do Mission Increase grantees compare with nonprofits that have received training, but not grants, from MIF?**

We were interested in comparing grantees and non-grantees because the former receive a greater level of consulting from MIF. Nonprofits from both groups might have high involvement scores, but the nature of the training that grantees receive is more customized. MIF staff estimate that each grantee receives at least 10 hours of one-on-one coaching; many receive more (15-20 hours). “There’s a just totally different level of involvement that happens when you get a grant,” Dan Davis explains. “We really get to know you.” He continues: “We don’t just award you a grant and then say, ‘Good luck. Now match it.’ We come along side them and teach them how to match it so that they cannot only succeed but replicate the process on their own afterwards.” Grant officers typically hold accountability meetings each month with grantees to hear progress reports on grant implementation. If the grant is for a special event, the grant officer may attend planning sessions, will often give a public endorsement of the nonprofit at the event, and may even be on the platform as the person “making the ask” at a fundraising dinner.

With this greater level of personalized engagement with MIF we predicted that grantees would outperform non-grantees—even when both had generally high involvement scores. This prediction proved accurate. Nonprofits that received grants and training from MIF consistently showed stronger performance on a series of fundraising outcomes than did nonprofits that received only training. Grantees were more likely than non-grantees to have obtained new donors, diversified their revenue streams, acquired major donors, recaptured lapsed donors, and obtained grants (see Table 8).

The superior fundraising performance of grantees over non-grantees held when controlled for the level of involvement. That is, among non-

TABLE 8: FUNDRAISING PERFORMANCE BY GRANTEES AND NON-GRANTEES

OUTCOME	GRANTEES (% YES)	NON-GRANT. (% YES)
Acquired New Donors?	96.1%	53.1%
Diversified \$ Streams?	65.2%	36.2%
Recap. Lapsed Donors?	58.5%	31.7%
Acquired New Donors?	72.9%	30.4%
Obtained Grants?	69.7%	18.1%

TABLE 9: GRANTEE VS NON-GRANTEES ON REVENUE INCREASE, BY INVOLVEMENT

INVOLVEMENT	% GRANTEES \$ INCREASES	% NON-GRANT. \$ INCREASES
Intensive	100%	59%
High	94.7%	57.9%
Moderate	100%	53.2%
Low	100%	40%

profits with similar levels of involvement with MIF, grantees did better on increasing revenue than did non-grantees. We had data allowing us to compare 218 non-grantees with 80 grantees.

### How do MIF grantees compare with other nonprofits in their expectations about future giving in the current tough economy?

One intriguing finding from the online survey of MIF's clients concerned their optimistic outlook regarding their financial prospects for 2009. Only one-quarter of respondents estimated that their 2009 income would be less than their 2008 income. Just over 40 % anticipated higher revenues in 2009 than in 2008 while 34% predicted a similar amount of income. We attempted to locate another survey of nonprofit leaders that asked a similar question, so that we could compare MIF's constituents with other nonprofits. We did not find an exact match. However, the Center on Philanthropy at Indiana Univer-

sity's 2008 study of nonprofit fundraisers queried them about the prospects for 2009<sup>5</sup>. Fully 94% of these individuals said the current economy was having a negative or very negative effect on nonprofit fundraising. The same survey analyzed the "Expectation Index," a measure of nonprofit fundraisers' confidence concerning the giving environment anticipated in the future six months. The Center's December 2008 survey report indicated that the Expectation Index (what respondents predicted would be the giving climate in 2009) dropped 21% from the preceding survey (six months earlier). It appears from this that, while many nonprofit fundraisers nationally expect decreased giving, by contrast, most MIF clients remained hopeful.

### Do participants value the training they get--and find it relevant?

Our study indicated that an overwhelming majority of MIF's clients value the services they have received from the Foundation. Fully 89% of the online survey respondents rated MIF's services as "valuable" or "extremely valuable" (see Figure 5). Moreover, fully 85 % of respondents find the training relevant. 52% agreed with the statement, "The training topics Mission Increase offers are relevant to my needs," and another 33 % strongly agreed.

Grant recipients were even more affirming of the relevancy and value of MIF training than were

#### MIF IN ACTION

*89% of survey respondents rated MIF's services as "valuable" or "extremely valuable."*

non-grantees. Fully 74% of grantees strongly agreed with the statement "Our organization values Mission

5 "Briefing on the Economy and Charitable Giving," Center on Philanthropy, University of Indiana, Dec. 2008. [http://www.philanthropy.iupui.edu/Research/docs/December2008\\_BriefingOnTheEconomyandgiving.pdf](http://www.philanthropy.iupui.edu/Research/docs/December2008_BriefingOnTheEconomyandgiving.pdf)

Increase training” compared with 46% of non-grantees. There were smaller differences between the two groups as concerns the relevancy of MIF training. There, 40% of grantees, versus 31% of non-grantees, strongly agreed with the statement “The training topics Mission Increase offers are relevant to my needs.”

Even more striking is the fact that a majority of the ministry leaders rated MIF’s training as of even greater value to them than grants. The survey asked respondents to rank the importance of MIF’s three primary services: training, granting, and personal coaching/consulting. 59% indicated that the training was the most important

TABLE 10: WHICH IS THE MOST IMPORTANT SERVICE MIF OFFERS?

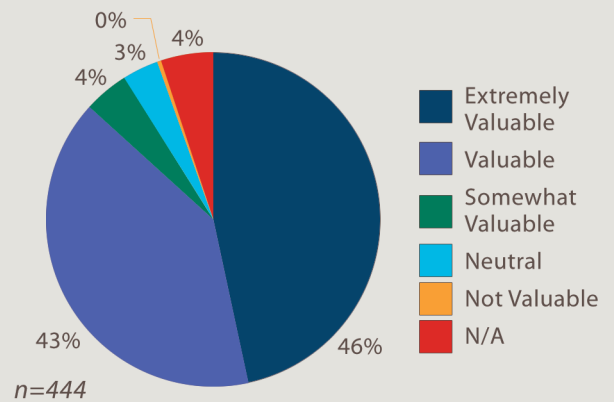
SERVICE	MOST IMP.	IMP.	LEASE IMP.
Granting	27.7%	44.3%	28%
Training	58.9%	33.2%	7.9%
Per. Coaching	31.9%	45.4%	22.7%

service. 32% ranked personal coaching as the most important service while 27.7% ranked grants the most important (see Table 10).

**Do trainees actually implement what they learn from MIF?**

Most capacity builders worry that participants, despite their enthusiasm during the training workshop, may return to their nonprofits and never actually implement what was taught. Based on the reports from survey respondents, this is not the case with MIF trainees. Overall, less than 6% of MIF’s constituents reported that they had not been able to implement “any” of the ideas they learned from the Foundation.

FIGURE 5: HOW VALUABLE IS MIF TRAINING?



A plurality (43%) had implemented at least “some” of what they learned, and 22% reported implementing “many” of MIF’s ideas (see Figure 6 below).

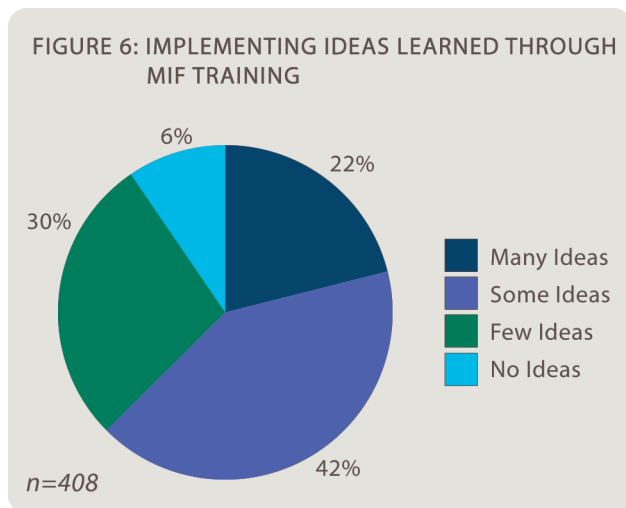
Grantees were more likely to implement “many” ideas learned from MIF than were non-grantees (41% versus 15.7%). Similarly, only one grantee admitted to implementing “none” of MIF’s ideas; by contrast, 21 non-grantees reported implementing none.

MIF’s recommendations to participating organizations appear to be relevant and “doable” for nonprofits despite their size. Roughly similar numbers of nonprofits of all sizes were represented in the group of survey respondents that reported they had implemented “many” ideas. Of that group, 16% were very small (budget of

MIF IN ACTION

*Gordon West says that in general Kidz at Heart has probably implemented more ideas from MIF than from other trainings/consultants they have used. He adds, “The even bigger difference is that we’re going to continue to implement the ideas we’ve gotten from MIF.”*

under \$100K); 24% were small, 18% were medium-sized, 20% were large and 23% were very large. Whether or not a nonprofit sent more than one person to the MIF trainings was significantly correlated with the degree of implementation: among nonprofits that reported they had implemented “many” ideas, fully 98% had sent more than 2 persons to the training. Not surprisingly, nonprofits with higher involvement scores also tended to show greater levels



of implementation. Among groups reporting they had implemented “many” ideas, only 14% had low involvement while 37% had intensive involvement. On-site interviews with ministry leaders indicated a high degree of implementation. Every one could quickly identify specific “lessons learned” from the trainings that they had put into practice. The most common were changes in how they communicated their message. As Gordon West from Kidz at Heart in Phoenix put it:

The newsletters and mailings and receipts--those kinds of things--were probably the earliest and most consistent things, where we changed our words, just used different kinds of terminology. You know, doing more of talking to people about their involvement in the ministry as opposed to what *we're* doing.

Survey respondents were also asked to identify new strategies or activities, not previously tried, that they had initiated in donor development as a result of MIF training. Over two-thirds had implemented at least one innovation. Most popular were special events (launched by 38% of respondents) and efforts related to e-fundraising (32%). In addition, 13% had begun sending out a regular newsletter; 12% had tried applying for grants; 16% had initiated major donor campaigns; and 12% had begun or revised direct mail activities.

West's organization has implemented a new donor tracking system that focuses more on the donor's level of personal involvement with the ministry than it does on the dollar amount of his/her contributions. It has also hosted house parties to raise revenue.

Steve Belden from Along Side Ministries, a program seeking to assist ex-offenders in the Phoenix area, says he's gotten more applicable ideas from MIF trainings than any others he has attended. “I do probably a webinar a month,” Belden reports. “I go to a lot of seminars but there was never anything like what I would call “real shoe leather” like MIF. It's practical. It's applicable. You sit down and you think, ‘I can do this.’” Under MIF's tutelage, Along Side Ministries has started hosting house parties, changed its communications strategies, turned one of its regular events into a

#### MIF IN ACTION

*I do probably a webinar a month. I go to a lot of seminars but there was never anything like what I would call “real shoe leather” like MIF. It's practical. It's applicable. You sit down and you think, “I can do this.”*

**Steve Belden**  
*Along Side Ministries*

“Signature Participation Project,” and trained volunteers to become champions who can host their own house parties to benefit the ministry.

**Does involvement with Mission Increase lead to new or enhanced skills for participants?**

Substantial numbers of survey respondents indicated that involvement with Mission Increase had enhanced their skills or helped them to develop new ones. Roughly 60% reported growth in communicating more effectively about their organizations (“telling our story better”).

As Jack O’Neil, founder and executive director of Hope Teams International said simply, “I think I am better at telling the story because I am more clear and concise.” 58% of survey respondents reported growth in more effectively evaluating their fund development activities. And over half (52%) said they were now better able to build stronger partnerships. Other skill areas respondents noted as areas of growth included:

- Making the “ask” (38%)
- Reaching a broader audience with the organization’s message (32%)
- Improving communications on the agency’s website (29%)
- Acquiring new donors (27%)
- Recruiting volunteers (26%)
- Tracking their organization’s data better (24%)

In interviews with MIF clients, a prominent theme that emerged was the help they felt they had received in terms of overcoming their discomfort about fundraising. As Stacy Womack of ARMS reported:

You know we all have our ‘money issues’... so getting to the point where I could feel comfort-

able [asking for money]--and not just comfortable, but understanding that without giving people an opportunity to give you’re robbing them of the opportunity to minister to others and to grow in the Lord in the process. So that was huge in learning that, and overcoming my own personal fears.

Chris McDaniel from DELTA adds:

[I]t’s really difficult for a development director at times to go home and put their head on their pillow and feel good about what they’ve done that day. The reason I say that is because you’re constantly wrestling through your motivations and your rationale for things. What Mission Increase offered, and what Dave [Farquhar] offered, was a way to do this [fundraising] biblically, a way to do this and make it a ministry. And that’s when the lights went on and I was like, ‘I want more of that.’

**What kinds of nonprofits most benefit from Mission Increase’s services? Put alternatively, what characterizes organizations that have put MIF’s principles into action with high success?**

MIF’s Eric Foley believes there are two basic kinds of ministry leaders that come to MIF for help. One is the leader who “is simply looking for a way to get people to give them more money.” That type, he emphasizes, will not do well with MIF’s paradigm. By contrast, he says:

If a person says to me, ‘My heart is for the local church’ or ‘We’re really passionate about training people in doing this ministry,’ or if they have a strong volunteer component in their ministry, those groups are always a good fit for Transformational Giving. For Foley, the ministry leaders’ attitudes about volunteers are key. If their

ministry model is focused heavily toward “professionalization of ministry,” he explains, then the TG principles “will always be working at cross-purposes.” In short, he says, TG is not for all ministries. Using survey respondents’ answers to selected items in the survey (mainly dealing with fundraising performance), Sagamore created a group of respondents labeled “highly successful.” These organizations showed strong performance on at least seven of eleven performance elements (e.g., increasing total revenue, increasing numbers of new donors, increasing numbers of major donors, recapturing lapsed donors, and diversifying revenue streams, among others). Twenty-eight respondents fell into this category and we sought to conduct in-depth telephone interviews with them to try to identify common patterns. In the end we were able to complete interviews with half of them (14).

Through these interviews we learned that 100 % of these organizations had sent more than one person to MIF trainings. In fact, the average number of staff sent to the trainings by these highly successful implementers was five. Consequently, at all of these ministries, a considerable proportion of staff members were exposed to the TG paradigm. Moreover, roughly two-thirds of these leaders told us that their Board members had at least a moderate, or better, grasp of the TG paradigm. In addition, 13 out of 14 of these individuals indicated that they had received one-on-one consulting or advice from MIF staff. In short, “highly successful” ministries were characterized by a high degree of involvement with MIF and, within their organizations, a broad range of personnel were familiar with the TG principles.

We also asked these individuals a simple, open-ended question: “Why do you think that the Mission Increase model of donor development has proven so successful for your ministry?” Although responses varied, a few common themes emerged:

1. That the TG paradigm was a “good fit” with their ministries’ existing values and their commitment to volunteer engagement and development (i.e., Eric Foley’s hypothesis was proved correct); and
2. That the TG paradigm was highly attractive and persuasive to them because of its strong grounding in the Bible; and
3. That MIF staff had done an excellent job in helping them think through how to apply specific TG principles to their particular ministry context; i.e., the training received was customized.

To further search for common patterns among the respondents judged “highly successful,” we performed further analysis of the survey data. Based on the available data, the three strongest predictors for highly successful organizations were: a high degree of involvement with MIF, a high degree of implementation of MIF strategies, and receipt of a grant from MIF. The organizations’ budget size appeared to have very little effect on success. There were inadequate numbers of cases to sufficiently analyze whether certain branches of MIF had greater numbers of “highly successful” organizations. Based on the available data, it appears that the Oregon and Southern California branches have above average success while Northern California is below the norm.



# MISSION INCREASE'S UNIQUENESS

## MISSION INCREASE FOUNDATION

### MIF'S "PLACE" IN THE NATIONAL UNIVERSE OF FUNDRAISING TRAINERS

In an attempt to locate Mission Increase Foundation within the larger arena of Christian fundraising advisers, we sought to identify as many organizations with similar missions and customer targets as possible. Through this process, we identified 21 organizations that might be considered "competitors" to MIF<sup>6</sup>. We then examined, in a cursory fashion, their approach, practices, and reach in order to identify unique elements of MIF.

Based on this research, we concluded that MIF is distinct from its peers/competitors in the following six ways:

1. It offers free training. This was the most obvious difference.
2. It offers grants as well as training.
3. It has a strong focus on training—offering workshops and seminars to groups of nonprofits--as opposed to only one-on-one consulting.
4. MIF's "transformational giving" approach appeared to differ, in varying degrees, from the models advanced by others. (This conclusion is tentative since we did not conduct extensive reviews of the training/consulting models of other organizations, nor did we participate in any of their trainings. Many of the other groups claimed that their approach was rooted in Biblical principles. Other organizations also advertised themselves as emphasizing relationships and not just "the financial bottom line.")
5. MIF serves a larger number of ministries each year than do eight of the nine competitors for which data on number of clients was available. The only organization reporting serving more ministries annually than MIF (which reaches about 300 annually) was The Timothy Group (which reported serving 974 clients). Notably, MIF accomplished this greater level of service with the same or fewer numbers of employees than the other organizations examined.
6. Some of these competitors focus exclusively on assisting congregations and not faith-based nonprofits. MIF reaches out to both groups, although tends to serve primarily 501(c)3 nonprofits.

## MIF TRAINING COMPARED TO OTHERS EXPERIENCED BY PARTICIPATING NONPROFITS

284 of the online survey respondents reported that they had received training from fundraising advisors other than MIF. Of these, over three-quarters (78%) rated MIF's trainings as superior. 47.5 % said the MIF trainings were "better" than others received and 30.6% said they were "significantly better." 16 % stated that the MIF trainings were of the same quality as others they had participated in, and only 5.6% rated the quality of MIF trainings as worse.

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### MIF IN ACTION

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*78% of survey respondents who had received training from other fundraising advisers rated MIF's trainings as superior.*

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We also sought to learn about the uniqueness of MIF as compared to other fundraising advisors by discussing this topic with ministry leaders that reported having a substantial background in fundraising training prior to their involvement with MIF. We conducted brief telephone interviews with 14 of these individuals, and asked them to describe differences between MIF's training and other training or consulting they had received.

Interviewee responses revealed two dominant themes. First, they noted that MIF's approach was different in kind from all other fundraising training they had received. It was based on a fundamentally different paradigm that caused them to look at their

donors in a new way. Second, they reported that MIF's training was more explicitly Christian/Biblical than all other trainings they had received. In interviews with ministry leaders visited on site in Portland and Phoenix, we heard two further comments repeatedly: one, that plenty of trainings were available and two, that the vast majority of these trainings were inaccessible because of their high cost. For these leaders, what made MIF most unique was that its training was free.

We further probed the issue of MIF's uniqueness by discussing this topic with staff. For lead trainer Eric Foley, MIF's uniqueness centers on its philosophy. He believes the Transformation Giving (TG) model is "different in kind and not just degree" from the dominant fundraising paradigm, which he calls "traditional transactional fundraising" (TTF). TG is solidly biblically based, with a strong focus on discipleship. Its metrics differ fundamentally from TTF because its aim is to increase the sense of the donor's ownership of the cause, and to spread that mission within his/her sphere of influence. In TTF, the bottom line—namely, did the organization raise more money?— is the foundational metric of success. For CEO Dave Farquhar, the key difference between MIF and other fundraising consultants is MIF's combination of grants and training. "There's nobody that we know--not a soul--that gives grants and does comprehensive training," he explains.

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<sup>6</sup> Cargill Associates; Dan Mirgon & Associates, Inc.; Dickerson and Associates; Douglas Shaw & Associates; Generis; The Goehner Group; Havey and Associates; McConkey-Johnston International; Ministry Fundraising School; One Accord Partners; RSI (Resource Services, Inc.); The Timothy Group; Brian Kluth (part of MaximumGenerosity.org); Christian Leadership Alliance (Formerly, Christian Management Association); The Gage Group; Here 4 You Consulting; INJOY Stewardship Solutions; Master Financial Planning Services; People Raising; Philanthropic Corp; and Shepherds Group.



# CLIENT SATISFACTION

## MISSION INCREASE FOUNDATION

When asked what their overall satisfaction level with MIF’s services was, 63% of survey respondents were highly satisfied and 34% were moderately satisfied. Only 4% were unsatisfied or “neutral.”

Satisfaction levels varied slightly between individuals that had received fundraising training prior to their involvement with MIF and those that came without any previous exposure to fundraising training. Nearly 73% of those without any previous training indicated they were “highly satisfied” with MIF while 58.4% of those with substantial prior training said they were “highly satisfied.” However, when the responses “highly satisfied” and “moderately satisfied” are combined, we found that 96% of those with no prior training were satisfied and 92.2% of those with substantial prior training were satisfied.

Those individuals with no or limited prior fundraising training did value MIF’s training slightly more than those with a moderate or substantial degree of prior training. Fully 93% of those with no or limited prior training said they agreed or strongly agreed with the statement “Our organization values Mission Increase training.” By contrast, between 85% and 88%

of individuals with moderate or substantial prior fundraising experience answered “agree” or “strongly agree” to that statement.

Grantees were slightly more satisfied than non-grantees with MIF’s training (though both gave MIF generally high marks). 100% of grantees were either “highly satisfied” (85%) or “moderately satisfied” (15%). By comparison, 55.7% of non-grantees indicated “high” satisfaction and 39.1% indicated “moderate” satisfaction.

One question in the survey asked whether respondents were satisfied with the availability/accessibility of MIF personnel. 86% of respondents said they were satisfied with this; 11% thought this needed “a little improvement” and 3% thought it needed “a lot of improvement.”

Personal interviews with ministry leaders at the two branches visited indicated high levels of “customer satisfaction” with MIF. Interviewees not only spoke highly of the training they had received but also emphasized that local staff had been helpful on numerous occasions in providing counsel on specific issues—e.g., brainstorming special event ideas, editing newsletters or direct mail fundraising appeals, or reviewing website content. “We just rave about MIF,” Pam

Baldwin of Joni and Friends in Phoenix, says. “Jonathan [Roe] has given us a lot of one-on-one support and consulting which has been wonderful. He even came and trained our board members.”

## ANALYSIS OF “DISSATISFIED” CLIENTS

Based on responses to selected questions in the online survey, a list of 49 “dissatisfied customers” was developed. Staff conducted brief telephone interviews with 15 of these individuals, to try to determine if there were patterns of common complaint.

Comments were largely diverse and idiosyncratic. Two individuals were disgruntled by communications problems they had experienced with Mission Increase staff. One felt there was too much emphasis on lecture at the trainings (versus interaction) and one felt the trainer had had limited personal experience. Two did not agree with MIF’s “ideology.” These individuals believed that MIF’s emphasis on getting donors personally involved in the ministry’s work was unrealistic. “Not every donor is ready for that,” said one. A few individuals reported they had rated the trainings as less valuable simply because they did not feel the advice was relevant to their very small, very young ministries that lacked professional staff.

Only two loose themes emerged. The first concerned the repetitiveness of the training<sup>7</sup>. Seven interviewees mentioned this concern to one degree or another. As one interviewee said:

After attending five or six seminars the training and the example stories were repetitive. After five or six trainings, you’ve gotten most of what you are going to be able to get from these individuals.

Another added, “The offerings are good but not particularly new. Sometimes the [workshops] have similar content just with different packaging.”

The second theme revolved around complaints about the distance participants had had to travel to attend the Mission Increase training events. Four individuals said this was their main complaint about Mission Increase and expressed hope that the Foundation would be able to offer trainings closer to their locales in the future.

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<sup>7</sup> MIF staff note that this repetitiveness is intentional. As Eric Foley explains, “The duplication is intentional. It’s a reinforcement of the common principles that undergird the twelve core topics and the six supplemental topics.”



# CHALLENGES AND NEEDS IMPROVEMENT AREAS

## MISSION INCREASE FOUNDATION

### SURVEY FINDINGS

Survey participants were asked how Mission Increase could improve its services. 383 individuals responded to this question and offered on average three comments apiece. Suggestions varied widely.

The most popular response, offered by 41% of respondents, was to provide video or online training. 40% requested more one-on-one training and 38% wanted training on additional topics. 31% requested that MIF develop training specifically for more seasoned ministry leaders while one-quarter of respondents asked for trainings geared specifically to beginners. 23% asked for trainings to be held in more locations and 19% recommended that Board members be required to participate in the MIF trainings alongside staff. (See Table 11)

Responses to one item in the survey also indicate that a proportion of MIF’s constituents are not happy with the Foundation’s required Ministry Profile. 17% of survey respondents said the profile was “somewhat difficult” to complete.

This issue arose in several of the face-to-face interviews with ministry leaders as well.

Commentary from ministry leader interviews Sagamore staff asked all ministry leaders visited onsite as well as most of the 43 leaders interviewed by phone for their thoughts on ways MIF could improve. The comments largely mirrored the survey findings in that the most common suggestions dealt with the way MIF’s training was delivered. Interviewees expressed interest in both online training and in greater one-on-one coaching opportunities that would allow them to customize their learnings to their particular organization. One said:

MIF has grown and it’s become less personable and one-on-one. That’s where there could be some improvement. And that’s why I think re-

TABLE 11: HOW COULD MIF IMPROVE ITS SERVICES?

SUGGESTION	%
Provide video/online training	41%
Offer more one-on-one coaching	40%
Train on additional topics	38%
Offer training for seasoned professionals	31%
Offer training for beginners	25%
Hold trainings in more locations	23%
Require Board members to attend	19%

gionalization is so important for them. You can't do that from headquarters. You need people in the field interacting with people in their lives.

## STAFF COMMENTARY

Lead staff at MIF understand the hunger the field has for more readily accessible training. As Dan Davis from MIF headquarters says, "Everywhere we go we hear, 'do you have this stuff online?' So we are considering the use of facilitator-led DVDs." Staff are also trying out call-in webinars to see whether this is a delivery form for future investment. The hesitation staff have in offering too much online training is that it will be difficult to measure the effects of this on ministry performance.

Dave Farquhar would like to see MIF increase its capacity to make more grants. As noted earlier, about one-quarter of training recipients actually receive funding. Farquhar would like to increase that:

When ministries feel, 'I will never get a grant,' they walk away. To me, that's losing. When they walk away, we lose... The training is good and we're seeing good results overall with what we can measure. And the granting's good. But when you mix the two together, wow, that's a powerful combination.

Farquhar and Davis also admit that the grant process itself is taking too long. "We used to make decisions very, very quickly," Davis said. "But now with some of the new criteria that we put into place, it could take nine months or a year for an organization to get eligible for a grant." Farquhar concurs: "That's a weakness that we have to address."

Finally, for Eric Foley, the main improvement needed at MIF concerns its self-evaluation and the metrics it employs to assess success. "Right now when [we] talk about [success], it's growth in helping ministries to have raised "X" amount of dollars

and acquired "X" amount of donors," he explains. "So we are still using very traditional, transactional ways of measuring growth." Foley says that MIF is "recognizing more and more the value of champion self-measurement as being the appropriate driver of our metrics" but he is eager for even more progress on this front. He elaborates:

The measurement question is still the frontier of transformational giving. When we change what we're measuring, when MIF stops saying, 'Hey, we're increasing ministries' incomes and we've gotten them a lot of donors,' and starts saying, 'What we're measuring is a champion's agency-- how well they felt they were able to impact the cause,' then I believe that Transformational Giving will become a fully formed system.



## MISSION INCREASE FOUNDATION

Mission Increase Foundation offers a unique perspective on donor development and, unlike most foundations, invests in capacity building. Its uniqueness also extends to providing grants and in-depth training and consulting—services it renders for free.

Its approach gets results. Nonprofits that have been intensively involved with MIF or that have implemented many of its fundraising strategies show very strong performance on such outcomes as increased revenue, increased numbers of new donors, diversification of revenue streams, and increased numbers of donors who become more active in the ministry. Overall, MIF has been successful in achieving leverage. Very few of its grantees since inception have failed to fully match their grants, and most have raised funds exceeding the required match. Its trainees are recruiting new donors and expanding their menu of fund development activities.

Having reached close to 1,000 nonprofit organizations and invested over \$18.5 million dollar in Christian social service--grants that generated over \$101 million in matched giving-- MIF offers an experienced and proven methodology for strengthening nonprofits. Through its efforts, it has catalyzed new philanthropic investments by

assisting ministries to acquire new donors and, in some instances, new foundation grants. It has enhanced the skills of ministry leaders—62% of whom come to MIF with little or no formal training in donor development--in communications, partnerships, and evaluation. And it has enabled the agencies it has trained to grow in the numbers of needy people served.

Having grown from a single office to six in the western half of the U.S., MIF continues to seek ways to expand its services to the hungry market that exists for them: ministry leaders with little to spend on fundraising training and much to learn. Such expansion will require creativity, since opening more branch offices funded by the headquarters is not a financially viable option. Currently, MIF is exploring three strategies.

First, the existing branches are increasingly looking for local investors to provide their own pools of charitable funds that would be administrated by MIF. Since MIF headquarters underwrites the administrative costs of each branch office, investors would see 100% of their donations go directly into the grant pool funding local ministries. That money plus what is sent to the branch offices by MIF headquarters for charitable investment would obviously mean

A photograph of two children, a boy and a girl, sitting on the grass and planting a small tree. The boy is using a shovel to move soil into a black pot. The girl is also using a shovel. They are both focused on their task. The background shows other people and a bright, sunny day.

## **GENERATING LEVERAGE, MULTIPLYING IMPACT**

Having reached close to 1,000 nonprofit organizations and invested over \$18.5 million in Christian social service--grants that generated over \$101 million in matched giving-- MIF offers an experienced and proven methodology for strengthening nonprofits.

an overall increase in grant funds available to ministries in each city. Second, MIF is exploring ways to reach more nonprofit leaders with its training by making workshops and seminars available online and through DVDs. Third, MIF is investigating partnership opportunities through which they can work with local philanthropists and capacity builders in an individual city to establish a granting and training model akin to MIF's.

For Board chairman Ron Post, MIF's achievements to date have been "beyond imagination." He admits that MIF simply started out to help ministries in Portland, and had no idea of the growth that awaited them. Now, he says, MIF leaders see that "there are thousands and thousands of those small Christian ministries that God's touched some individual to [start]. And now God's called us to come alongside them and to grow what God has called them to do. We'll go as far as He wants us to go."



**GENERATING LEVERAGE, MULTIPLYING IMPACT**

And now God's called us to come alongside them and  
to grow what God has called them to do.

We'll go as far as He wants us to go.

## APPENDIX A

# THE TEN PRINCIPLES OF TRANSFORMATIONAL GIVING

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For more information on transformational giving, visit Mission Increase Foundation's website and blog: [www.missionincrease.org](http://www.missionincrease.org)

**Principle 1:**

Every act of giving is first and foremost a statement about the faithfulness of God.

**Principle 2:**

Transformational giving is based on the abundance and trustworthiness of God, not a theology of scarcity.

**Principle 3:**

It is better to give than to receive.

**Principle 4:**

Champions connect with organizations for the purpose of enhancing their mutual impact on the cause, not primarily for the purpose of funding organizations to impact the cause on their own.

**Principle 5:**

Transformational Giving relationships between champions and organizations are primarily peer-level accountability relationships, not friendships or organizational support relationships.

**Principle 6:**

The champion, not the organization, is called to be the primary means of advancing the cause within the champion's spheres of influence.

**Principle 7:**

The relationship between champion and champion is as important as the relationship between champion and organization.

**Principle 8:**

Giving is not the process but rather the result of the process of a champion being comprehensively coached to share the cause effectively within his or her sphere of influence.

**Principle 9:**

Giving is learned, not latent in champions.

**Principle 10:**

Champions connect with each other and with organizations not according to the amount of their giving but by the degree of comprehensive personal ownership they are exhibiting in the cause.

## APPENDIX B WEB SURVEY QUESTIONNAIRE

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Welcome to the Mission Increase survey being conducted by the Sagamore Institute's Center on Faith in Communities. THANK YOU again for participating in this survey. Your input will help Mission Increase strengthen its work and service among Christian ministries like yours. We know your time is valuable and appreciate your sharing it with us.

Please note: Staff from Mission Increase will NOT see individually labeled information from this questionnaire. That is, your responses will be anonymous and presented to Mission Increase only in aggregate summary form. However, the actual researchers conducting the survey will see your name; this is because we plan to make some follow-up telephone calls to selected survey respondents. Information from such follow-up phone calls will also be presented to Mission Increase only in an anonymous form.

### SECTION #1: ORGANIZATIONAL INFORMATION

1. Organization Name: \_\_\_\_\_
2. Organization Tel #: \_\_\_\_\_
3. Your Name: \_\_\_\_\_
4. Your Title: \_\_\_\_\_
5. Your Email: \_\_\_\_\_

### SECTION #2: YOUR INITIAL INVOLVEMENT WITH MISSION INCREASE

6. How did you first hear about Mission Increase? (Check only one)
- Word of mouth
  - Internet
  - From Mail or Email Sent by Mission Increase
  - Other
  - Don't recall
7. Does your ministry typically send only one participant to trainings or more than one?
- One
  - More than one
  - Not sure

8. How important, in terms of your initial motivation to be involved with MI, was the fact that your organization might be able to earn a matching grant?

- Very important
- Somewhat Important
- A Little Important
- Not Important

9. In terms of your initial motivation to be involved with MI, how important, was the fact that the trainings offered were free?

- Very important
- Somewhat Important
- A Little Important
- Not Important

10. To date, all of MI's trainings have been free. We're curious to know, though, whether attendees would pay. How much would you be willing to pay to attend a training from MI that interested you?

- Nothing
- \$25 or less
- \$26-\$50
- \$51-\$100

11. Which statement below is most accurate for you, regarding the amount of fundraising training you had already had BEFORE getting involved with Mission Increase:

Before my involvement with Mission Increase...

- I had NEVER participated in any fundraising/donor development trainings
- I had participated in a LIMITED amount of fundraising/donor development training (1-2 trainings)
- I had participated in a MODERATE amount of fundraising/donor development training (3-4 trainings)
- I had participated in a SUBSTANTIAL amount of fundraising/donor development training (5 or more trainings)

#### SECTION #4: EFFECTS OF OUR INVOLVEMENT WITH MISSION INCREASE

Is it the case that, as a result of your ministry's involvement with Mission Increase, you have been able to....

12. increase the amount of money you've raised for your ministry?

- YES
- NO
- Not sure

13. increase your number of NEW donors to the ministry?

- YES
- NO
- Not sure

14. diversify your income streams?

- YES
- NO
- Not sure

15. move more donors in your ministry from “participant” status to “engaged” or “owner” status?

- YES
- NO
- Not sure

16. add paid staff to your ministry?

- YES
- NO
- Not sure

17. start using new fundraising or donor database software?

- YES
- NO
- Not sure

18. strengthen your ability to evaluate your fund raising progress?

- YES
- NO
- Not sure

19. improve your ministry’s reputation among potential funders (major donors or local/national grant-making foundations?)

- YES
- NO
- Not sure

20. recapture “lapsed” donors?

- YES
- NO
- Not sure

21. increase your number of major donors?

- YES
- NO
- Not sure

22. obtain any grants?

- YES
- NO
- Not sure

23. Which, if any, of the following fund/donor development activities is your ministry now doing, as a result of receiving Mission Increase's training, that you were not doing before? Check all that apply. (NOTE: If you have not implemented any new fund/donor development activities since becoming involved with Mission Increase, please check "no new activities.")

- Online/e-fundraising
- Planned giving
- Send out a newsletter now
- Grant writing
- Direct Mail
- Special Events
- Major donors campaign
- Other
- No new activities

24. What specific skills do you feel you have gained or strengthened as a result of your involvement with Mission Increase? (Check all that apply)

- Making "the ask" (I'm more confident now)
- Communicating (I tell our story more effectively now)
- Relating to my board
- Writing grants
- Evaluating our fundraising efforts
- Recruiting volunteers
- Retaining volunteers
- Tracking our data better
- Recruiting major donors
- Building better/stronger partnerships
- Reaching a broader audience with our message
- Website communications (our website more effectively shares our mission/cause/values)
- Donor Acquisition

25. Mission Increase offers three basic services: trainings, grants, and personal coaching/consulting by

their staff members. Please rank the importance of those three services to you, with 1 = to most important and 3 = to least important:

Training =

Grants =

Personal Coaching/Consulting =

SECTION #5: FEEDBACK ON SERVICES

26. Overall, how you would rate your satisfaction with Mission Increase’s services?

- Highly satisfied
- Moderately Satisfied
- Moderately Unsatisfied
- Highly Unsatisfied

For the following items, please indicate your level of agreement or disagreement.

27. Mission Increase’s trainings are thorough.

Strongly Agree   Agree                  Neutral                  Disagree                  Strongly Disagree

28. Mission Increase’s trainings should be shorter (less time).

Strongly Agree   Agree                  Neutral                  Disagree                  Strongly Disagree

29. Mission Increase presenters are well-qualified.

Strongly Agree   Agree                  Neutral                  Disagree                  Strongly Disagree

30. Mission Increase’s trainings can be too repetitive.

Strongly Agree   Agree                  Neutral                  Disagree                  Strongly Disagree

31. The training topics Mission Increase offers are relevant to my needs.

Strongly Agree   Agree                  Neutral                  Disagree                  Strongly Disagree

32. Mission Increase provides quality training.

Strongly Agree   Agree                  Neutral                  Disagree                  Strongly Disagree

33. Our organization values Mission Increase training.

Strongly Agree   Agree                      Neutral                      Disagree                      Strongly Disagree

34. In general, how would you rate your organization's implementation of the things that you have learned through Mission Increase?

- We have been able to implement/apply MANY ideas we have learned from MI
- We have been able to implement/apply SOME ideas we have learned from MI
- We have been able to implement/apply only a FEW ideas we have learned from MI
- We have not been able to implement/apply ANY ideas we have learned from MI

35. Which form of trainings would you like to see more of? (Select only one)

- More seminars
- More labs
- More one-on-one consulting opportunities
- More Workshops

36. Would you say that the availability/accessibility of Mission Increase personnel...

- is good
- needs a little improvement
- needs a lot of improvement

37. Would you say that Mission Increase sends you...

- too many emails
- the right amount of emails
- too few emails

38. On a scale of 1 to 5 (1 being extremely easy and 5 being extremely difficult), how would rate the difficulty of filling out the Ministry Profile?

- 1 extremely easy
- 2 somewhat easy
- 3 moderate
- 4 somewhat difficult
- 5 extremely difficult

39. In which of the following ways would you say Mission Increase could improve its services? (Check all that apply)

- Offer trainings on more/different topics
- Offer more one-on-one consulting
- Make it easier to register for trainings
- Hold the trainings in more locations
- Keep me better informed on when trainings are offered
- Offer more trainings specifically for “beginners”
- Offer more trainings specifically for “veterans”
- Require our Board members to attend trainings if we get a grant
- Other

40. Compared to other fundraising/donor development training you may have received, would you rate the quality of Mission Increase’s training as significantly better, better, the same, worse, or significantly worse? (NOTE: If you have never received training from a group other than Mission Increase, please check Not Applicable.)

- Significantly better
- Better
- The Same
- Worse
- Significantly Worse
- Not Applicable

41. Would you say that your ministry’s 2009 TOTAL INCOME will be

- More than 2008
- About the same as 2008
- Less than 2008



## ABOUT THE AUTHOR

### AMY L. SHERMAN, PROGRAM ON FAITH & GENEROSITY

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Dr. Amy L. Sherman is a Senior Fellow at the Institute for Studies of Religion, and along with Jay Hein, co-directs our Program on Faith and Generosity. She is also Senior Fellow at the Sagamore Institute for Policy Research, where she directs the Center on Faith in Communities. She also serves as the Editorial Director for FASTEN (the Faith and Service Technical Education Network). Dr. Sherman is the author of four books and some 70 published articles. Her essays have appeared in such diverse publications as *The Public Interest*, *Policy Review*, *Christianity Today*, *The Chronicle of Philanthropy*, *The American Enterprise*, *The Washington Times*, *First Things*, *Books & Culture*, *Society*, and *Philanthropy*.

Dr. Sherman is the author of various resource guides for faith leaders, including *Establishing a Church-based, Welfare-to-Work Ministry: A Practical How-To Manual* and *Sharing God's Heart for the Poor: Meditations for Worship, Prayer, and Service*. She has also published the first major study of faith-based intermediary organizations (2002) and the largest national survey of Hispanic church-based community ministries in the U.S. (2003). She is a leading national expert on charitable choice, has served as an advisor to the White House Office of Faith-Based and Community Initiatives, and is the author of *The Charitable Choice Handbook for Ministry Leaders* <<http://www.isreligion.org/publications/recent/sherman.php>> . In 2004, Dr. Sherman assumed responsibility for the national e:Vate project, a multi-partner initiative that seeks to equip urban youth workers to cultivate economic literacy among the young people they serve. She received her undergraduate degree in Political Science in 1987 from Messiah College and her M.A. and Ph.D. from the University of Virginia (1994).





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