The ability to work with development or research offices for major gifts, endowments, or grants is certainly an important skill. But this article is about taking leadership initiative to raise monies for immediate discipline-specific uses that may not necessarily be on a university's priority list or meet specific grant criteria. To be effective at this, savvy deans and chairs have developed additional skills based on the following seven habits:

1) **EARNING THE RESPECT AND TRUST OF SUPPORTERS**

One of the ironies of fund raising is that it may be as much about attracting money as it is about asking for money. Whereas asking for money may require little more than the nerve to do so, attracting money requires that the executive has earned respect, trust, and recognition as a positive advocate for his or her cause.

   Flanagan confirms this in her 2000 *Successful Fund Raising*, stating, "In sales they say, ‘You don't want to make a sale; you want to make a customer.’ To make this happen in fund raising will require the most basic human values of respect and cooperation."

   Adroit fund raisers, then, are those who have earned respect and trust to the extent that supporters actually seek their programs as a repository for various types of monies (voluntary contributions, memorials, discipline-specific donations, etc.). Their organizations thereby do not have to rely on raw solicitation tactics.

2) **DEVELOPING RELATIONSHIPS WITH SUPPORTERS**

Every community has its cadre of successful and influential people who always seem to be looking for opportunities to invest time, effort, or money. Attracting these types of people, as Rosso notes in his 1991 *Achieving Excellence in Fund Raising*, may result from establishing relationships in which supporters perceive they are part of a winning team and that they belong to an organization that has a positive impact on important causes.
Relationships, therefore, are not developed by goading supporters into giving something for one's cause. Rather, a more effective means may be to gain a reputation as an ambassador for one's unit by sharing a vision with supporters for enhancement of the unit.

3) CREATING THE PERCEPTION OF LONG-RANGE VISION

Nothing motivates potential supporters more to avoid a program than a perception that fundraising efforts exist to compensate for a lack of organizational ability. Rosso states, "Dire financial needs hold no excitement for the potential contributor, no enticement to give. Contributors will not give simply to help balance the operating budget."

Programs that project an image of "I'm only interested in your money to solve my immediate problem" may indicate crisis management or expose one as a novice. Experienced executives more likely project an image of "My unit is alive, full of vitality, and aspiring toward excellence. I am convinced that this is something with which patrons of your character and means could take pride in being involved." Such executives look to develop ongoing, long-range programs with a vision for continuously evolving, organic, and self-sustaining programs.

4) PROVIDING AN INFRASTRUCTURE

As essential as vision, mission, and goals are, they do little for an organization without an infrastructure that contributors can see and understand. Rosso agrees: "Proper stewardship of funds and full accountability to the constituency is essential for standards of ethics in fund raising."

A visible infrastructure is one that would not be perceived as a financial "black hole" where income is deposited, never to reveal any tangible effects to the contributors. That is, what contributors perceive is being done with their contributions may be just as important as receiving contributions in the first place. Therefore, whether it be a complete annual financial statement or simply a listing of recipients in a promotional brochure, it is important to provide a written statement about how the money was used and how this related to the organization's mission.

5) INVOLVING DONORS ACTIVELY

Seeing directly the evidence of their contributions may be the surest way to create a true understanding in the hearts and minds of supporters. Special events, the experts agree, are effective ways to do this.
A special event may be any activity that involves supporters en masse, such as an open house or banquet. Ostensibly, this may appear to be social. However, the real purpose is to expose the organization's commitment to its mission, attract the attention of potential constituents, strengthen the organization's image, and provide an avenue for future solicitation.

If an organization's mission is to benefit students, include a role within the event for the students. Ideally, this would be in a mode employing their specific disciplines, perhaps with some sort of presentation. At the very least, the students should be introduced and have opportunities to interact with donors. In a party setting, for example, the students' role could be that of servers.

6) UNDERSTANDING WHAT MOTIVATES THE CONSTITUENCY

According to Rosso, elements that hold appeal to a constituency include social recognition and a sense of belonging to a program dedicated to serving a worthwhile cause.

Social recognition may be one of the greatest motivators, and astute executives know the potential of fund-raising organizations to provide this. Accordingly, planning for a special event should include provisions for a photographer and plans to get photos into the newspaper, alumni magazine, or other publication with a wide constituency readership.

Worthwhile causes can also be motivational, provided they are not mundane. For example, new paint for faculty offices may be worthwhile and much needed. But a constituency may be more motivated by elements, such as scholarships, awards, or prizes, that may be demonstrated to make real differences in the lives of people or enhance recipients' aspirations toward excellence.

7) BROADENING THEIR BASE OF ACTIVITIES

A clearly stated mission is the heart of any organized endeavor, but "clear" does not necessarily mean "narrow." Walters, in her 2002 Big Vision, Small Business states, "Unfortunately, many view organizational growth too narrowly, perceiving far fewer options than in fact exist." That is, the mission should be generic enough to allow for broadening of its interpretation as circumstances evolve.

For example, the author's discipline is in music. In this case, what began with a mission to enhance music scholarships soon evolved to include prizes for winners of performance competitions and scholarships for minority students. The program has evolved to include madrigal dinners, children's chorus, opera guild, and a chamber music series, none of which were included in the mission's original
interpretation. Yet, because these were related to music scholarships, and the mission was generic enough to include these, the organization now flourishes in ways that were not originally imagined.

CONCLUSION

Some executives may ask, "How do I find time for fund raising?" Accomplished executives who know its value reply, "How do you not make time for fund raising?"

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