



Chief Philanthropy Officer Search Second Interview

Candidate: Jacqueline Hardwood Glin
Date: 10-28-2024
Present: Nancy Coughlin, Debra Ritchie, Christina Johnson Wolff,
Karen Brennan (notetaker)

Questions:

- 1. Tell us about your philosophy on relationship building, including the connection as you see it between relationship building and solicitation. Describe how you would identify a potential donor and then build the relationship to convert him/her to a donor.**
 - So, I think the key component to really building the relationship is to again match the interest of the donor with the work that we're doing. I think people's philanthropy is really driven by what they believe are important issues or core areas to kind of give their funds into. And I think really helping to identify that through this conversation and then to offer a way to further engage them in that work is a critical way to really extend their support and to see their ways to again deepen their relationship or their engagement on that particular front.
 - I asked if you noted about the gala. Because sometimes people are interested in kind of one area. But when they see the full spectrum of the work and how it's benefiting members of the communities, there may be other areas that they get excited about or interested in.
 - So, I think really getting them to get come to events where they're here, not just about the things that have been interested in – the food pantry, the clothing drives. But you know how our financial service centers are helping to build family's welfare, build their opportunity to kind of get back on their feet or to sustain themselves and seeing how they can maybe be a part of, you know, maybe channeling some of those funds. Because obviously, we are always looking for unrestricted funds, but getting again more excitement about other areas of the organization. I think the same thing. I think in terms of converting donors again. What is it about the work that P2P does? What is it about their relationship with the organization if they don't have ones? And how do you create a relationship with the organization that again, matches with their philanthropy, that matches with what they think is important and to resolve what are the issues that they think are important to resolve in their given in their philanthropy?
 - So, you know, the volunteer work is obviously something that we do well. But I think even if they're not able to do volunteer work because they're busy or they have other things that other commitments that prevent them from being active volunteers on a regular basis. Again, just inviting them, when possible, to meet with those who are key beneficiaries of the work is really where I think you're able to convert people to support in the work that's been done.

2. **You have described yourself as more of a programmatic person rather than a fundraising person. How will you go about building your fundraising network in Connecticut, and specifically in the Darien and surrounding area?**
- I want remind you that this is not a transition to fundraising. That's always been something I've done. I've done it less so programmatically. But in terms of transition, I think if given this role, I can come in with a strategic kind of vision that addresses those needs in a really personal way. And so, coming in with that kind of that energy allows me to amplify the messages about how we do the work that we do and who benefits from that work. Again, I think those metrics, both qualitative, most quantitative metrics, are best shared through stories, are best shared through campaigns. That again allow the community to hear what we're doing, hopefully get engaged and to support that work.
 - So, what would my strategy be? It's about information messaging. It's about, you know, working with the community members who may or may not be that familiar with our work and getting them to see how we are working in Stamford and getting more involvement with the residents of Stamford in that work. I think that's going to be one way to strengthen those relationships, create new partnerships and hopefully bring in new funds in and support into the organization.
 - So that would be kind of what I would work on. I'd want to work very closely with our program team on how we are able to again cultivate new relationships not only through individuals, but obviously with organizations, small businesses, corporations. I know we've got a corporation, engagement managers.
3. **How would you build and develop a Rolodex aimed at picking up new donors for P2P?**
- I think the key strategy I would use would be with the board members. I imagine that their Rolodex is pretty large. It's all about networking, right? It's about getting yourselves in the communities. I'd like to start with the people who are already affiliated with the organization. I think that's the first step. And those relationships help you build out other relationships.
 - I know that we've asked some donors to maybe sponsor or to be kind of the lead investor on events. But I would love to see how we can get some of our current donors. And hopefully we don't have too many lapsed donors. But if we do, see if we can re-engage with those donors to maybe open up an opportunity for us to meet their colleagues, to meet other people in their network to give them more information about what we're doing.
 - So that could be kind of hosting a small salon for us or if they would do introductory meetings so that we can meet their people through events. The gala I understand is coming up. They would sponsor a table and invite their friends so they can learn more about the organization. I think your strongest way to connect people to the organization, I really do believe, is predominantly through word of mouth. It's the people who can talk about the organization in a way that is that kind of fuels someone else's passion and excitement for not only what we do but really again the impact this work of this or the impact of the work I'm sorry the impact of the that the organization is making.

4. What role does social media play in your development strategy?

- Social media is a powerful tool. It's very exciting and motivational for those who use it to really learn about what's happening in the world in their communities. And so, the role of social media will be to really build the message of impact, to create the message of need to understand that what we're doing is allowing the community to be served at all spectrums. Those who are interested in kind of giving to a good cause, but more importantly, those who are benefiting from that cause.
- So really telling the story of those who have been not only beneficiaries. And again, you have to do that carefully because you never want to put people in a position to feel as if they are having to that they're being propped, that they are the ones that we are using to, you know, the child and the child with the flies flying around their face to get the funds. I'm not interested in those kinds of stories. I'm interested in stories that help people understand how buildings are. Providing support to organizations like P2P helps community members address real needs. And you'll find one or two people who are willing to share those stories, reading those stories using them as partners and telling the stories is, I think, going to be useful in sharing that through social media. And it can just be a quotation, hopefully with a picture or a volunteer saying how they had an incredible. As a touch point, an incredible conversation with someone who came with their bag to pick up some. To pick up some food for someone who was in their home that was in need of a grandmother who was in home that needed some additional sweaters so they can get through the winter. I think sharing those stories, talking about that level of impact, putting that in social media, the pictures, the data, the people who are engaged in the work and those who are the beneficiaries of the work, I think is where we will get people excited about what we're doing using social media.

5. What would you do to help inspire and motivate the staff to achieve sometimes ambitious fundraising goals? Tell us more about your leadership style.

- I am someone who is deeply passionate about the work that I've been doing. And again, what was exciting to me about P2P is that it embodies the kinds of work that I have done at a global level. And so, my leadership in getting others excited and motivated is to first understand why are they with the organization? Just as I did with Mary, what is her why? What is it that she's bringing to organization, not in terms of just not in terms of her talent and her time, but really understanding what is it that connects them to the work that we're doing and using that to really propel them to continue, really putting their hearts and soul into the work. We talked about this, I think, in one of our last meetings. Again, people bring their whole selves to work most times, sometimes they do not because they're dealing with issues.
- So really trying to get everyone to understand that we are working together as a collective, as a team in this mission of addressing really critical social needs, and to keep getting energized by that by again really helping them to connect their y with the work that they do at whatever level that they do it at. So, my excitement and hopefully their excitement and motivations around this work will help to keep them inspired to keep doing what they do. Because it's, you know,

fundraising is not easy and it's going to take, like you said, a lot of dedication and commitment in terms of being a leader. I think I shared a little bit in my last conversation.

- You know, I'm a leader with integrity. I'm a leader who is really big on being empathetic, on being kind and being understanding. Because understanding that everyone comes to work with it with issues that are not always easily left behind when they leave home. But really understanding that people can come and find a place where they can share when what's going on with them, especially if those issues are potentially impeding their ability to work at the level that allows them to achieve what they need to achieve or for the team to achieve what it needs to achieve.
- But I think really it's about again, just keeping people connected to the why they do what they do, why we are doing what we do, and how they can continue to work towards doing it better, doing it bigger, doing it with more resonances, doing it with more, color maybe I think is really going to be important.
- And then letting them know that again, this is a say that the work is a safe space, that there'll always be a safe place, a safe space to speak openly, courageously, fearlessly. You know, last week I was asked, how will I address conflict? And I said, you know, conflict is always going to be there. Sometimes conflict can be good. And I think that if we continue to focus as a team on what we're doing and where we're going, hopefully we will get we'll be able to work through those conflicts. But you know, conflicts will come and there will be times where I'm not sure how to resolve those conflicts and those people. And this is where, as a team, I hope that we'll be able to come together, put our heads together, bring in the people who have that expertise and address those conflicts. And again, the same thing in a team dynamic, helping everyone to get comfortable with being uncomfortable when they are uncomfortable, but more importantly, getting them to feel excited about what we're doing and why we're doing it and how we can continue to do it as a team.

Candidate's Questions:

1. I've always been desirous of kind of, you know, learning a little bit more about what you would like to see not only in the final selected candidate, but really to see within the first two to three to six months. I think that's it's helpful. And not just kind of understanding what those expectations are, but kind of creating a strategy to meet those expectations.