

# DEVELOPMENT OF A RESEARCH TRUST<sup>1</sup>

by Joseph L. Kunec

I will discuss with you the key elements to effectively develop the ISA Research Trust. I shall touch on the following: 1) the focal concept of development, 2) philanthropy, a tremendous resource for development programming, 3) monumental problems confronting medicine, arboriculture, and countless other areas, and research's vital role in resolving them, 4) the ISA Research Trust, tax status, and the opportunity it opens to your profession, 5) essential elements for success in developing your Research Trust in the competitive arena for philanthropic dollars, and 6) a critical choice you should make before you leave the Conference and return home.

As you will all too quickly discover, my knowledge of the science and art of culturing, growing, and maintaining shade trees (or related and nonrelated living green flora) is almost nil. My wife will attest to my poor track record in your area of expertise by referring to our own backyard. My experience, and the only justification for addressing you today, is that of 25 years of professional fund-raising and development activities across the continental United States and parts of Canada. From this background I will endeavor to share with you elements, systems, and techniques which will make the seemingly impossible possible.

## Concept of development

The development of a viably progressive organization or institution (health, educational, professional, the arts, etc.) (private and/or non-profit) is not an accident, rather it is the end result of intensive planning and concerted efforts to reach objectives established. Trace the history of any successful organization, institution, or related enterprise and you will find dedicated leadership, short- and long-range planning, concerted efforts in marketing, manufacturing, systems improvement, research and development, etc.

Our American free enterprise system is the

'great leveler.' Excellence, average, mediocrity, and sometimes even bankruptcy flow from mission and goals being understood, tested, accepted, or rejected. Dynamic leadership and interested and talented organizational efforts expended become the vital margin for success or failure, for excellence or mediocrity, for profits or loss.

The over-all concept of development holds that the highest destiny of an organization can be realized only by a total effort on the part of an organization or institution to analyze its philosophy and activities, to crystallize its objectives, project them into the future, and take the necessary steps to realize them. Development's prime objectives are: 1) building acceptance for the organization, institution, or product, 2) providing a service or product that people want, and 3) obtaining fiscal support for current operations and future capital growth.

## Philanthropy — a tremendous resource

From the very founding of our nation, philanthropy has played a vital and at times almost critical role in the development of our great institutions. Thomas Jefferson's philanthropy provided the thrust that brought about the first hospital in the colonies; his trust fund was the endowment base from which developed the great University of Pittsburgh.

From the contributions of millions of people giving volunteer services and fiscal resources evolved our churches, private schools, universities, hospitals and innumerable cultural and social service programs which give meaning to life:

Rich — Mellons, Rockefellers, Carnegies, Cullens, Abercrombies

Average — You and Me . . . Many of our clients and friends.

Poor — Remember the parable of "The Widow's Mite"

<sup>1</sup> Presented at the ISA convention in Philadelphia, Pennsylvania in August of 1977.

From the very inception of the Federal income tax laws at the turn of the century, government has recognized the vital and indispensable role of contributions (personal and fiscal) in the development of our nation's important institutions and organizations. Thus, evolving tax laws always contained 'incentives for giving.' Even in the confusion and uncertainty of current tax law legislation, individuals and families can give away 30 to 50% of their adjusted gross income, and corporations can give away 5% of pre-tax income to approved purposes as spelled out in the Internal Revenue Code, and to organizations approved by the IRS.

Important philanthropic facts for your information and consideration today:

### AAFRC 1977 Annual Report Re Contributions In 1976

\$29.42 Billion dollars were given away

	Contributions in Billions		% of Total
Individuals	\$23.58	10.0%	80.1%
Bequests	2.36	5.8%	8.1%
Foundations	2.13	6.0%	7.2%
Corporations	1.35	15.4%	4.6%

	Distribution in billions		% of Total
Religion	\$12.84	9.9%	43.6%
Health & Hospitals	4.37	9.0%	14.9%
Education	4.07	13.4%	13.8%
Social Welfare	2.67	8.5%	9.1%
Arts & Humanities	2.08	7.2%	7.1%
Civic & Public	0.97	18.2%	3.3%
Other	2.42	1.7%	8.2%

#### Historic pattern of giving . . . Philanthropy in billions of \$\$\$s

1976	—	\$29.42
1975	—	26.88
1974	—	25.23
1973	—	23.50
1972	—	21.88
1971	—	21.22
1970	—	19.81
1960's	—	125.50

### Research — monumental problems and challenges

The following highlights only a cursory overview of problems confronting society which need to be solved:

**Arboriculture**—Pine beetle blight, Dutch elm disease, coconut palm disease, bronze birch borer, chestnut blight, etc. Your profession could

compile a list which is frightening.

**Health**—Cancer, heart disease, genetic disorders, emotional disorders, arthritis, geriatrics, etc. This list is legion!

**Other**—Energy shortage, environmental problems, inner cities, welfare, etc.

Profit-making businesses invest substantial resources in research and development from operations and profits to solve today's problems and influence the future. Nonprofit businesses and organizations cannot generate the resources needed for research out of profits, and so must look at governmental areas of funding and philanthropic sources to undertake and maintain this vital work.

The progress and future of medicine, arboriculture, education, and energy affect our total way of life, and will be dictated by and/or influenced by the discoveries materializing from today's research projects and protocols in basic and applied sciences.

For you especially, through basic and applied research will come the information and technology that will solve problems in arboriculture and influence the future of the ISA.

### ISA memorial research trust

Because of the importance of your work to societal problems, on January 26, 1977 the Department of the Treasury, District Director of Internal Revenue Service, approved the ISA application to establish a Memorial Research Trust under section 501(c) (3) of the Internal Revenue Code, and rules that it can reasonably be expected to be a public supported organization of the type described in section 170(b) (1) (a) (VI) and 509 (A) (1).

All the technical jargon above means is that your Trust is approved as a legal instrument to receive philanthropic contributions and have them tax-deductible under provisions of current tax laws. You have until December 31, 1978 to prove that you can qualify as a publicly supported organization.

### Essential elements for success

**Case statement.** This is the critical document that packages your needs, dreams, and

aspirations which are to be marketed. To you, initially, and to your clients, friends, foundations, and corporations subsequently. If it is not complete, intriguing, and challenging, people (yourselves and others) will not 'invest' their resources to further the mission and goals established.

Many years ago, one of my energetic chairmen expressed a 'philosophy of life' to his workers which I shall always remember. It goes something like this: "I did not find the world desolate when I entered it, and as my father planted for me, so do I plant for my children." Reflect on that philosophy and buy and sell the 'challenges' of arboriculture in the days ahead, and you will insure a vital and rewarding future for your profession as well as for yourself.

*Leadership.* Interested and concerned leadership within each and every Chapter of your membership is the key ingredient for effectively developing the Research Trust into a viable and vital entity to do meaningful things. The problems in arboriculture, which you know all too well, require leaders who are willing to do more than just lend their names; they require men and women who are willing to understand, to work, to support, to chart new solutions, and develop new patterns. People who will accept responsibility and make a commitment to get things done.

A minimum amount of work and sacrifice on every member's part could truly perform miracles. Maybe not of the type you read about in the Bible, but certainly of the type where you organizationally and professionally take a 'giant step forward.'

### **Prospects**

The generosity of American people to worthy causes is known worldwide. The \$29.42 billion 'invested' last year in worthy organizations and institutions, vital needs and services, and in basic and clinical research projects attests to this.

Your challenge is to examine the constituencies who might be considered prospects to support your program, and then do something to sell them.

### *Internal Constituencies*

Board of Trustees; Board of Governors

Past Presidents; Chapter Presidents  
Sustaining Members  
Associated Organizations

### *External Constituencies*

Special Top Gift Prospects (clients)  
Friends  
Foundations  
Business & Industry  
Civic Organizations

### Governmental Resources

There is a sound and proven principle in fundraising and development "as you lead, others will follow." Why not test the principle? I assure you John Duling will be eternally grateful for your support; the other Trustees may not be eternally grateful but at least genuinely grateful. For certain, your gift will be a distinct stimulus to attract other donors to invest in your work.

With your approval, Cal Bundy will send out a survey form asking you to identify major and special gift prospects in your Chapter. If everyone cooperates with the survey, ISA will have an outstanding master file of prospects for planning and cultivation purposes in the future ahead.

### **Know how**

To maximize your efforts and minimize the trial and error that can creep into a program of this type, the Trustees have retained me to provide consulting services for the myriad of things ahead. I look forward to working with them and you to establish a viable program to attract substantial philanthropic dollars to the ISA Research Trust.

Your Research Trust provides the ISA membership with the vehicle and opportunity for profoundly influencing their future, as a profession, and as practitioners in the field of arboriculture. I am hopeful that you will support your leadership in exploring the varied giving opportunities available. Consider cash gifts, appreciated securities, charitable gift annuity, charitable remainder trust, insurance policy, land transfer, and bequests. 'Invest' some of your fiscal resources (business and/or personal) into

the Trust on an annual basis. It's good business and it's tax deductible. Your 'investment' will be a stimulus for attracting other fiscal resources from other constituencies in the days ahead.

Dr. Denton A. Cooley, who heads our cardiovascular surgical program at Texas Heart Institute, has a favorite poem that I would like to share with you. It is entitled A Bag of Tools by an American poet, R.L. Sharpe.

*Isn't it strange  
That princes and kings  
And clowns that caper  
In sawdust rings,  
And common people  
Like you and me  
Are builders for eternity?*

*Each is given a bag of tools,  
A shapeless mass  
A book of rules;  
And each must make—  
Ere life has flown—  
A stumbling block  
Or a stepping stone.*

Be a stepping stone in the exciting and new dimension the Research Trust opens to you today!

*Director, Planning and Development  
St. Luke's Episcopal Hospital  
Texas Children's Hospital  
Texas Heart Institute  
Houston, Texas*

## ABSTRACT

Weidensaul, T.C. and J.R. McClenahan. 1977. **Influences of rooting media on containerized tree growth.** Ohio Report 62(6): 83-86.

Tree seedlings have been produced traditionally in outdoor beds and require 1 to 3 years to reach a size suitable for outplanting. Most seedlings undergo a shock period of 1 to 3 years after outplanting, resulting in initial slow growth. A relatively recent innovation in nursery practices involves containerized production of tree seedlings in greenhouses. Researchers found that containerized seedlings grown 4 to 6 months in greenhouses under nearly continuous light and near-optimum fertility and temperature usually perform well when outplanted. In a recent study at OARDC, five tree species (three conifers and two hardwoods) were grown in containers to evaluate different container media for tree growth and prevention or enhancement of damping-off. Tubes contained various media including sand, peat, composted bark, and vermiculite. Observations on general survival, damping-off mortality, height growth, and root and shoot weights were made. There was no apparent relationship between disease incidence and various media tested. Height growth varied considerably with the media used. The most favorable medium for growth was the mixture of peat and vermiculite, followed by vermiculite. Vermiculite alone or in combination with peat or bark generally produced significantly greater rates of shoot elongation. One of the strong points in favor of producing container-grown seedlings is that root systems can be developed that are superior to outdoor-grown seedlings.