

# **MICHAEL J. WORTH**

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## **OFFICE**

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## **EDUCATION**

Ph.D., higher education, University of Maryland, 1982  
M.A., economics, The American University, 1970  
A.B., summa cum laude, Wilkes College, 1968

## **CAREER**

### **1983 to present: The George Washington University**

Professor of Nonprofit Management (2001 - present)  
Vice President for Development and Alumni Affairs (1983-2001)  
Professor of Education (1983 - 2001)

### **2001-present: Professor of Nonprofit Management**

Courses Currently Taught: Governing and Managing Nonprofit Organizations; Managing Fundraising and Philanthropy; Managing Nonprofit Boards

Research interests: Management of fundraising programs and campaigns; governance and management of nonprofit organizations; nonprofit governing boards; philanthropy

### **1983 – 2001: Vice President for Development and Alumni Affairs and Professor of Education**

Managed all fundraising and alumni relations programs of the University and its Medical Center. Planned and directed two comprehensive campaigns for operating support, endowment, and facilities. Served as professional staff to the University's Board of Trustees, with responsibility for board development programs. Offered courses in the higher education program of the Graduate School of Education and Human Development.

**1977 to 1983:**

University of Maryland  
Director of Development

Chief development officer at state university flagship campus. Responsibilities included programs for annual support, corporate and foundation support, and major gifts and development of strategies and plans for fundraising in all schools, colleges, institutes, and centers of the College Park campus.

**1974 to 1977:**

DeSales University (Pennsylvania)  
Director of Development and Public Relations

**1970 to 1973:**

Wilkes University (Pennsylvania)  
Assistant to the President and Instructor in Economics

**1968 to 1970:**

Public school teacher, Delaware and Maryland

**SELECTED PROFESSIONAL MEMBERSHIPS AND ACTIVITIES**

ASHE/ERIC Higher Education Reports, National Review Panel, 1992-1998  
Association for Research on Nonprofit Organizations and Voluntary Action, 2001 – present  
Association of Fundraising Professionals, member 1989-present  
*CASE International Journal of Educational Advancement*, Editor, 2002-2004  
Commission on Philanthropy (Council for Advancement and Support of Education), 1995-1999  
Commission on Research (Council for Advancement and Support of Education), 1990-1992  
Council for Advancement and Support of Education, member 1974-present  
*International Journal of Educational Advancement* (Macmillan Publishers, Ltd.), Academic editorial board, 2001-2011  
Middle States Re-accreditation Team, Cornell University, 2001  
Middle States Task Force on Institutional Support, 1999

**SELECTED COMMUNITY SERVICE ACTIVITIES (SINCE 2001)**

Board of Directors, Miriam's Kitchen (Chair, fundraising committee), 2002-2006.

Washington Post Award for Excellence in Nonprofit Management Selection Committee, 2002-2007.

### SELECTED AWARDS RECEIVED

1995, Alice Beeman Award for Advancement Writing, Council for Advancement and Support of Education

2003, John Grenzebach Award for Publish Research in Philanthropy, Awarded by the Council for Advancement and Support of Education

2006, H.S. Warwick Research Award for Published Scholarship, Awarded by the Council for Advancement and Support of Education

### SELECTED CONSULTANCIES

American Association for the Advancement of Science

American Chemical Society

American Historical Association

American Red Cross

Aspen Institute

Baltimore Symphony Orchestra

Binghamton University

The Brookings Institution

Carnegie Institution for Science

Emory University Goizueta School of Business

Foundation for the National Institutes of Health

Kent State University Foundation

Louisiana State University

Mathematical Association of America

National Academies of Sciences, Engineering, and Medicine

Randolph-Macon College

The SEED Foundation

Sidwell Friends School

Smithsonian Institution

Society for Science and the Public

University of Georgia

Urban Institute

Venture Philanthropy Partners

### PUBLICATIONS

#### Published Books (Author or Editor)

The Development Officer in Higher Education: Toward an Understanding of the Role. (With J.W. Asp II.) Washington: ASHE-ERIC Higher Education Reports, 1994.

(Published in Japanese through Japan UNI Agency Inc., Tokyo, 1995)

(Republished, 2002, San Francisco: Jossey-Bass)

Educational Fund Raising: Principles and Practice. (General Editor) Phoenix: Oryx Press/American Council on Education Higher Education, 1993.

Foundations for the Future: The Fund Raising Role of Foundation Boards at Public Colleges and Universities. Washington, DC: Association of Governing Boards of Universities and Colleges, 2012

Fund-Raising: Principles and Practice. Thousand Oaks: Sage Publications, 2016

Leading the Campaign. Lanham, MD: Rowman and Littlefield/American Council on Education, 2010

Leading the Campaign (2<sup>nd</sup> ed., revised). Lanham, MD: Rowman and Littlefield, 2016.

New Strategies for Educational Fund Raising. (General Editor). Westport, CT: Praeger Publishers/American Council on Education, 2002

Nonprofit Management: Principles and Practice (1st edition, 2009; 2nd edition, 2012; 3rd edition, 2014; 4th edition, 2017). Thousand Oaks, CA: Sage Publications.

Public College and University Development. (General Editor). Washington: Council for Advancement and Support of Education, 1985

Securing the Future: A Fund-Raising Guide for Trustees of Independent Colleges and Universities. Washington; Association of Governing Boards of Universities and Colleges, 2005

Sounding Boards: Advisory Councils in Higher Education. Washington: Association of Governing Boards of Universities and Colleges, 2008

### **Monograph**

Advisory Councils. Washington, DC: Association of Governing Boards of Universities and Colleges, 2017.

### **Online Publications**

Nonprofit Management Cases. Sage Business Cases (online database). Sage Publications, 2013 (<http://sk.sagepub.com/cases>)

### **Book Chapters and Sections**

Boards of University Related Foundations. In T.A. Reilly, Gen. Ed., Raising Money Through an Institutionally Related Foundation. Washington: Council for Advancement and Support of Education, 1985

Building a Fund-Raising Team. (AGB Board Basics monograph series, reprint of chapter from Securing the Future published separately). Washington: Association of Governing Boards of Universities and Colleges, 2008

Conclusion: Issues and Perspectives. In M.J. Worth, Gen. Ed., New Strategies for Educational Fund Raising. Westport, CT: Praeger Publishers/American Council on Education, 2002

Current Issues and Perspectives. In M.J. Worth, Gen. Ed., Educational Fund Raising: Principles and Practice. Phoenix: The Oryx Press/American Council on Education, 1993, 401-412

Defining Institutional Advancement, Development, and Fund Raising. In M.J. Worth, Gen. Ed., Educational Fund Raising: Principles and Practice. Phoenix: The Oryx Press/ American Council on Education, 1993, 3-9

Defining Institutional Advancement, Development, and Fund Raising (1993 chapter revised). In M.J. Worth, Gen. Ed., New Strategies for Educational Fund Raising. Westport, CT: Praeger Publishers/American Council on Education, 2002

Elements of the Development Program. In M.J. Worth, Gen. Ed., Educational Fund Raising: Principles and Practice. Phoenix: The Oryx Press/American Council on Education, 1993, 10-17

Elements of the Development Program (1993 chapter revised). In M.J. Worth, Gen. Ed., New Strategies for Educational Fund Raising. Westport, CT: Praeger Publishers/American Council on Education, 2002

Endowment. In Encarta Encyclopedia. Redmond, WA: Microsoft Corporation, 1998

Inside Campus Fund-Raising. (AGB Board Basics monograph series, reprint of chapter from Securing the Future published separately). Washington: Association of Governing Boards of Universities and Colleges, 2008

Introduction: New Strategies for a New Age. In M.J. Worth, Gen. Ed., New Strategies for Educational Fund Raising. Westport, CT: Praeger Publishers/American Council on Education, 2002

Positioning the Institution for Successful Fund Raising. In P. McC. Buchanan, Gen. Ed., Handbook for Institutional Advancement. Washington: Council for Advancement and Support of Education, 2000 (Reprinted, in Development Management. Washington: Council for Advancement and Support of Education, 2005)

Handbook for Institutional Advancement (Editor, Educational Fund Raising Section). P. McC. Buchanan, Gen. Ed. Washington: Council for Advancement and Support of Education, 2000.

The Historical Overview. In M. J. Worth, Gen. Ed., Educational Fund Raising: Principles and Practice. Phoenix: The Oryx Press/ American Council on Education, 1993, 18-28

The Historical Overview (1993 chapter revised). In M.J. Worth, Gen. Ed., New Strategies for Educational Fund Raising. Westport, CT: Praeger Publishers/American Council on Education, 2002

The Role of Institutionally Related Foundations. In John W. Pocock, Ed., Fund-raising Leadership: A Guide For College and University Boards. Washington: Association of Governing Boards of Universities and Colleges, 1989, 63-74

**Articles in Journals/Periodicals**

The Affiliated Foundation's Role in Public Institutions. *AGB Reports* (Journal of the Association of Governing Boards of Universities and Colleges), 24(6), November/December, 1982, 11-15

An Analysis of Current Political Trends and Their Policy Implications For Funding of Adult and Continuing Education, *Continuum*, 45(2), January, 1981, 55-58

The Challenge of Mega Goal Campaigns, *AGB Reports* (Journal of the Association of Governing Boards of Universities and Colleges), 31 (2), March/April, 1989, 18-22

Editorial: Connecting Research, Teaching, and Practice. *CASE International Journal of Education Advancement*, (4)1, June, 2003, pp. 4-6

Editorial: A Promising Future for Advancement. *CASE International Journal of Educational Advancement*, 4 (2), October, 2003, pp. 112-114

Editorial: Linking Advancement Research and Practice. *CASE International Journal of Educational Advancement* 4(3), February, 2004, pp. 217-219

Foundation Boards and Fund-Raising Teams: A Win for Higher Education. *Trusteeship*, 19 (4), July/August, 2011, pp. 14-18

Gloomy Forecasts Are All Wet, *Currents*, May/June, 2004, p. 18

How Is Fundraising for Public Education Changing? *Trusteeship*, 20 (2), March/April, 2012, p. 44

Independence or Integration: How Independent Should Your Foundation Be? *Currents*, 9(2), February, 1983, 44-47

Prospect Research: A Tool for Professionalism in Fund Raising. *Fund Raising Management*, 2(12), June, 1991, 43-44

Salesperson, Catalyst, Manager, Leader. (With James W. Asp II). *Currents*, 22(2), February, 1996, 24-28

Split Roles, Salutary Results: Good Communication Between the Board's Development Committee and Campaign Committee Is Essential to An Effective Campaign. *Trusteeship*, 13(5), September/October, 2005, pp. 25-29

**Published Book Reviews (Selected)**

Review of Choosing Quality: Reducing Conflict Between the State and the University, by Frank Newman. *Currents*, 14(8), September, 1988, 55

Review of The Politics of Education: Conflict and Consensus on Capitol Hill, by John Brademas. *Currents*, 14(8), September, 1988, 55-56

Review of Financing Higher Education: Strategies After Tax Reform, by R.E. Anderson and J.W. Meyerson, Eds. *Currents*, 14(8), September, 1988, 56-57

Review of Philanthropy: Voluntary Action for the Public Good, by Robert L. Payton. *Currents*, 15(3), March, 1989, 44-46

Review of Philanthropy: Four Views, by R. Payton, M. Novak, B. O'Connell, and P.D. Hall. *Currents*, 15(3), March, 1989, 44-46

Review of Working Effectively With Trustees: Building Cooperative Campus Leadership, by Barbara E. Taylor. *Currents*, 15(3), March, 1989, 48

Review of Higher Education and the Public Trust: Improving Stature in Colleges and Universities, by Richard L. Alfred and Julie Weissman. *Currents*, 15(4), April, 1989, 56

Review of Higher Education in Partnership With Industry, by D.R. Powers, M.F. Powers, F. Betz, and C.B. Aslanian. *Currents*, 15(4), April, 1989, 56-57

Review of The Invisible Tapestry: Culture in American Colleges and Universities, by G.D. Kuh and E.J. Whitt. *Currents*, 15(10), November/December, 1989, 53-54

Review of The President and Fund Raising, by James L. Fisher and Gary H. Quehl. *Currents*, 16(3), March, 1990, 51-52

Review of Born to Raise: What Makes a Great Fundraiser; What Makes a Fundraiser Great, by Jerold Panas. *Currents*, 16(3), March, 1990, 52-53

Review of The Nonprofit Economy, by Burton A. Weisbrod. *Currents*, 16(7), July/August, 1990, 51-52

Review of The Campus Green: Fund Raising in Higher Education, by Barbara A. Brittingham and Thomas R. Pezzullo. *Currents*, 16(9), October, 1990, 63-64

Review of Designs for Fund Raising, second edition, by Harold J. Seymour. *Currents*, 16(10), November/December, 1990, 63-64

Review of Changing Demographics: Fund Raising in the 1990's, by Judith E. Nichols. *Currents*, 16(10), November/December, 1990, 64-65

Review of Patterns of Circles: An Ambassador's Story, by John E. Dolibois. *Currents*, 17(2), February, 1991, 51

Review of The Board and the President, by James L. Fisher. *Currents*, 18(4), April, 1992, 45

Review of The Fund-raising Handbook, by Robert L. Krit. *Currents*, 18(4), April, 1992, 45-46

Review of The Dean's Role in Fund Raising, by Margarete R. Hall. *Educational Policy*, 8(3), September, 1994, 351-354

Review of The Changing World of Foundation Fundraising, ed. Sandra A. Glass. CASE International Journal of Educational Advancement, 1 (3), February, 2001, 276-278

**Conference Papers, Panels, Professional Presentations, Addresses, Workshops (Selected)**

Advancement Management Education. Presentation to Council of Alumni Association Executives Summer Institute, Lake Lawn Resort, Wisconsin, July 29, 2002

Advisory Boards and Councils. Presentation to Deans of Temple University, Philadelphia, November 20, 2003

Advisory Boards in Higher Education. Presentation to administrative and academic leadership, Kent State University, June 10, 2011

Advisory Council Roles. Roundtable, Association of Governing Boards of Universities and Colleges Annual Conference, Boston, April 14, 2008

Best and Worst Practices in Fund Raising. Panel discussion, moderator. Center for Social Leadership, Washington, DC, September 26, 2007

Big Campaigns, Small Campaigns, Endowment Campaigns: How Are They the Same, Different? Panel, Association of Fundraising Professionals Washington, DC Chapter, Washington, DC, October 10, 2002

The Board's Role in Fund Raising. Presentation to Board of Trustees, Drake University, June 23, 2006

The Board's Role in Fund Raising. Presentation to Board of Trustees, Saint Leo University, Saint Leo, FL, May 5, 2006

Campaigns: Same Purpose, New Approaches. Presentation to Council for Advancement and Support of Education District II Conference, Pittsburgh, February 5, 2001

The Campaign for George Washington: A Case Study. Presentation to Washington, D.C. chapter, National Society of Fund-Raising Executives, Washington, D.C., November 16, 1989

The Campaign. Presentation to Temple University Alumni Relations and Development Staff Retreat, Philadelphia, July 25, 2003

Challenges of Change. Presentation at Board of Trustees retreat, Youngstown State University Foundation, Youngstown, Ohio, August 22-23, 2012

Deans' role in development. Presentation at Kent State University, Kent, OH, June 10, 2011

Development as a Profession. Address, Texas Baptist Development Officers Association, Dallas, Texas, April 14, 1999

Developing a fundraising plan. Presentation to United Way, Washington, DC, February 9, 2014.



Foundations for the Future (Webinar). Association of Governing Boards of Universities and Colleges, April 26, 2012

Fundraising and Foundations With Michael Worth (Podcast). Association of Governing Boards of Universities and Colleges, November 10, 2011

Fund Raising for Higher Education. Presentation to deans, chancellors, other senior officers, University of Puerto Rico, August 25, 2004

Fund Raising by Schools and Departments. Presentation to deans and department chairs, Purdue University-Calumet, October 29, 2004

Institutional Advancement. Presentations to leadership of University of Sharjah, Washington, DC, March 23-24, 2011

Introduction to campaigns and volunteer roles. Presentation to the development board, American Chemical Society, Washington, DC, October 23, 2013

Leading Advancement Staff to Higher Performance. Presentation (with Stephen R. Chitwood), Council for Advancement and Support of Education: Advancement Management Institute. Washington, June 9, 2005

The Magical World of Planned Giving. Presentation to conference of Management Information Exchange, Washington, DC, July 24, 2014.

The Magical World of Planned Giving (Webinar). Sponsored by Management Information Exchange (Boston, MA), March 29, 2012

The Magical World of Planned Giving (Webinar). Sponsored by Massachusetts Legal Assistance Corporation (Boston, MA), September 21, 2011

Major Gifts Fund Raising. Address, National Society of Fund Raising Executives, Washington, DC Chapter, Washington, DC, June 16, 1998

Major Gifts Fund Raising. Presentation, American Society for Technion-Israel Institute of Technology, Winter Staff Institute, Princeton, NJ, December 10, 2002

Maintaining Donor Confidence: Accountability and Transparency in the Nonprofit Sector. Panel discussion, Association of Professional Researchers for Advancement Annual Conference, National Press Club, Washington, DC, August 14, 2002

Major gift solicitation strategies. Presentation at Northampton Community College, Bethlehem, PA, May 11, 2011

Managing Advisory Boards. Presentation to Deans and Advancement Staff, Temple University, Philadelphia, March 15, 2006

Managing the Board for Greater Fund-Raising Effectiveness. Workshop, Center for Nonprofit Advancement, Washington, DC, November 1, 2007

Managing Your Career Through Changing Times. Address, American Association of Medical Colleges, Group on Institutional Advancement, Washington, DC, November 2, 2007

Mobilizing Senior Administration and Trustees For Fund Raising on the Medical Campus. Address, Northeast regional meeting, Association of American Medical Colleges, public affairs group, Baltimore, April 29, 1988

New Strategies for Nonprofit Fund Raising. Address to the Association of Nonprofits of Southern Maryland, Waldorf, Maryland, February 22, 2007

New Strategies for Educational Fund Raising. Presentation to Advisory Committee, West Virginia University Reed School of Journalism, Morgantown, WV, April 4, 2008

New Strategies for Educational Fund Raising. Presentation to Council for Advancement and Support of Education and American Association of State Colleges and Universities, joint conference for college and university presidents, Miami, March 22, 2004

Nonprofit Leadership. Presentation to Executive Leadership Institute, The Brookings Institution, Washington, DC, September 13, 2006

Nonprofit Management: A Distinctive Profession (panel). Network of Schools of Public Policy, Affairs, and Administration. Columbus, OH, October, 2016.

Nonprofit Management in the United States. Presentation to international nonprofit executives, Academy for Educational Development, Washington, DC, August 3, 2004

The Nonprofit Sector in the U.S. Presentation at Institute of International Education, Washington, DC, April 4, 2011, Washington, DC

The Nonprofit Sector in the U.S. Presentation at Institute of International Education, Washington, DC, May 3, 2011

The Nonprofit Sector in the U.S. Presentation at Institute of International Education, Washington, DC, September, 2016.

Organizing the Board for Fund Raising. Presentation to the Board of Trustees, Saint Xavier University, Chicago, February 14, 2006

Overview of the nonprofit sector in the United States. Presentation repeated, including: Institute for International Education, Washington, DC, May 3, 2011 and May 22, 2012; Phelps-Stokes Fund, Washington DC, August 1, 2011

Partners in a Successful Annual Fund: Cooperation Between Alumni, Development, and Institutional Relations Staffs. Panel discussion, district conference, Council for Advancement and Support of Education, Grossinger's, NY, January, 1980

Planned Giving. Presentation to Washington Planned Giving Study Group, Washington, DC, October 11, 2006

The President, Trustees and Major Gifts. Presentation, Seminar on Advancement Leadership for Presidents, Harvard Institute on Higher Education, Harvard University, Cambridge, MA, January 13, 2003

Principles of University Development and the Implications for Research Support. Address, American Association for Engineering Education: Engineering Research Forum. Arlington, Virginia, March 4, 1996

Organizing the Board for Fund Raising. Presentation to the Board of Trustees, Saint Xavier University, Chicago, February 14, 2006

Research Forum (Discussant), Council for Advancement and Support of Education Annual Assembly, Chicago, July 12, 1994

Role of college and school advisory boards. Presentation/discussion, George Mason University School of Conflict Resolution and Analysis, Arlington, VA, January 9, 2013

Roles of the Development Officer. Address, Texas Baptist Development Officers Association, Dallas, Texas, April 14, 1997

Special Considerations in Raising Funds for Public Institutions. Address, annual assembly, Council for Advancement and Support of Education, Chicago, July 11, 1984

Staff Retention and Recruitment. Presentation, annual assembly, Council for Advancement and Support of Education, Chicago, July 13, 1998

Strengthening the Board's Effectiveness in Fund Raising. Panel discussion, National Conference on Trusteeship, Association of Governing Boards of Universities and Colleges, Boston, March 20, 1989

Tax Reform and Fund Raising: Same Ball Game in a Reconstructed Park. Address, annual meeting, American Council on Education, Washington, January 18, 1988

Trends in campaign strategies. Presentation at George Mason University, Fairfax, VA, April 5, 2012

Trends in nonprofit management and philanthropy. Panel discussion, executive directors training conference, Communities in Schools, September 18, 2012, Arlington, Virginia

Trends in nonprofit management and philanthropy. Web-conference panel discussion with state chapter directors, Communities in Schools, Arlington, VA, March 4, 2013

The Trustee Role in Institutional Development. Address, National Conference on Trusteeship, Association of Governing Boards of Universities and Colleges, New Orleans, April 18, 1993

Venture Philanthropy, Social Entrepreneurship, and Social Enterprise. Panel discussion, American Society for Public Administration National Conference, Washington, DC, March 17, 2003

Where Does Public End? The Blurring Lines Among Public, Nonprofit, and Private Sectors: Social Entrepreneurship and Venture Philanthropy. Panel discussion, annual meeting, National Association of Schools of Public Affairs and Administration, Los Angeles, October 18, 2002

Who Leads, Who Influences, Who Gives? Presentation to Chancellor, campus presidents, and foundation board chairs, State University of New York System headquarters, Albany, NY, February 28, 2005

Work, Wealth and Wisdom: Nonprofit Boards in Philanthropy and Governance. Presentation, GW School of Public Policy and Public Administration Faculty Forum, November 17, 2006

Working With the Board. Presentation to Washington Young Nonprofit Executives, Washington, DC, August 29, 2006

Working With the CEO in Advancement. (CASE Online Seminar). Conducted from Washington, DC to 90 remote sites across the U.S., March 17, 2005

Workshop for Presidents and Trustees (Address). Association of Governing Boards, Philadelphia, PA, November 8-9, 2004

Workshop on institutional advancement (multiple presentations). For the American University of Sharjah (UAE), conducted in Washington, May 26-28, 2011

Workshop on Strategic Management of Nonprofit Organizations. Institute on International Education, Washington, DC, August 22, 2002