

Building an Effective Fundraising Program

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DESIGN IN ACTION
INSPIRING SOLUTIONS FOR PEOPLE AND CITIES

2010 ASSOCIATION OF ARCHITECTURE ORGANIZATIONS CONFERENCE
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Campbell & Company

Consultants in Advancement Planning, Fundraising, Marketing Communications and
Talent Management

Key Principles of Fundraising

- Asking for and giving money are natural processes, and need not be viewed as something to be avoided
 - *People give because they want to*
 - *People don't give unless they are asked*
 - *People give money to people*
 - *The most powerful reason to give is to make a change for the good*
 - *People give money to success, not to distress*

Key Principles of Fundraising

In fundraising,

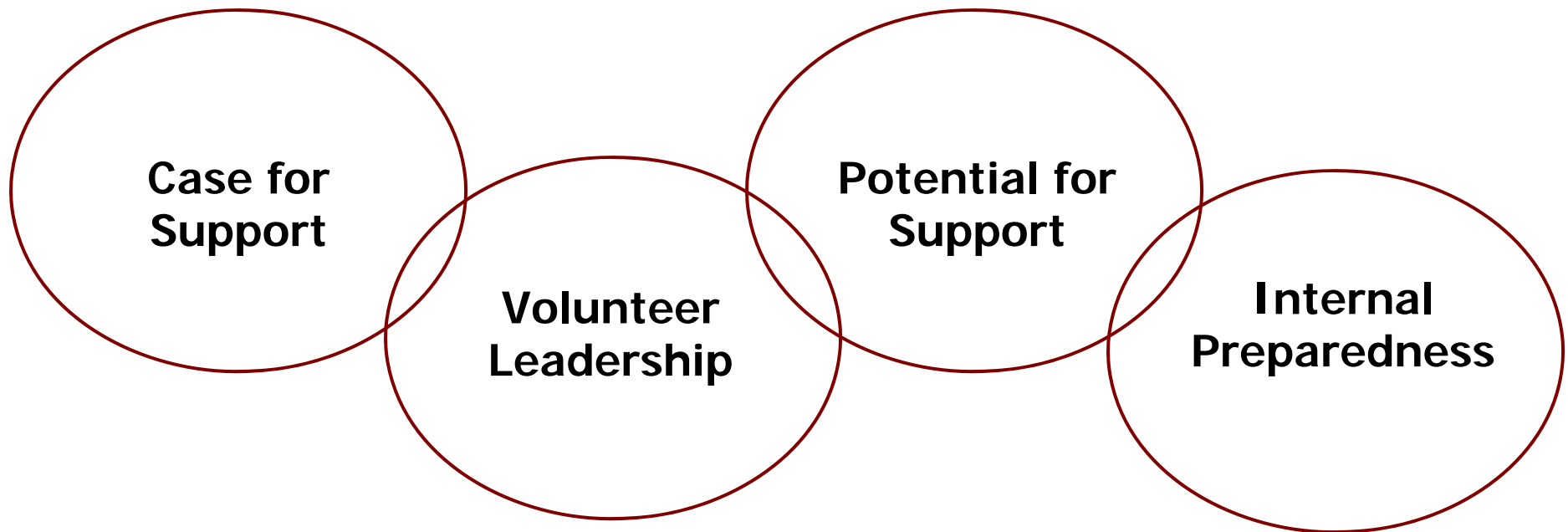
the *right* person must ask for

the *right* amount for

the *right* reason in

the *right* way

Criteria for Successful Fundraising



Case for Support

- Organizational level
- Project level
- Constituent driven
- Built on mission
- Articulates a vision
- Presents a positive image
- Future-focused
- Rational
- Emotional

Tools to Communicate Case

- Case document
- Proposals
- PowerPoint presentation
- Website
- Social media

Volunteer Leadership

- “People give to people”
- Affluence and influence
- Outreach and access
- Role of the Board

Key Principles of Fundraising

The Board is ultimately responsible for attracting funding resources to ensure the financial viability of the organization and its programs.

Potential for Support

Most support comes from
relatively few donors

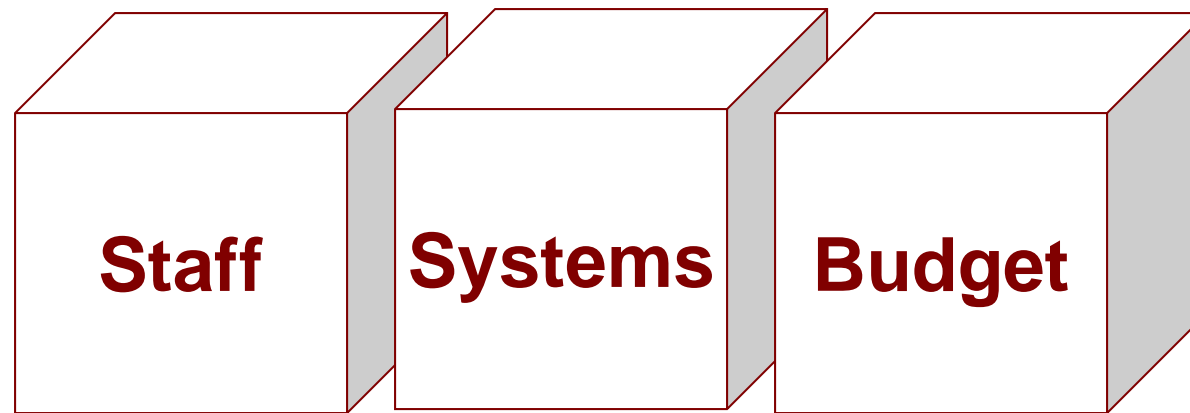
Primary Markets

- Foundations
- Corporations
- Government
- Individuals

Mature Fundraising Program

- Board giving
- Major gifts
 - *Individuals*
 - *Foundations*
 - *Corporations*
- Sponsorship
- Direct mail
- Telemarketing
- E-Philanthropy
- Events
- Planned giving

Internal Preparedness



Creating a “Culture of Philanthropy”

- Convey need for and benefits of philanthropy
- Fund raising is a high priority
- Constituent-centered cultivation and solicitation strategies

Why People Give

- They've been asked to give
- They believe in the cause
- They want public recognition of their generosity
- They want to memorialize others
- They respect the solicitor or owe the solicitor a favor
- They have a sense of community responsibility
- They get an emotional reward from making a gift
- They want to take advantage of tax benefits

What Determines the Size of a Donor's Gift?

- Ability to give
- Donor's perception of mission's importance
- Organization's fund raising goal
- What others have given
- Who makes the "ask"
- Appropriateness of the gift ask
- Opportunity for recognition

Why People Choose Not to Give

- The wrong person asked
- The case was not strong enough
- The appeal was not personalized
- Insufficient cultivation
- No one suggested a specific amount
- No one suggested alternative ways of giving—installments, stock, deferred, etc.
- No one followed-up during the pledge term

Creating a Comprehensive Fund Raising Program

- Diversify your program to match funding trends
- Strengthen your individual base
- Solidify corporate and foundation support you already have

Strengthening Your Individual Base

- Utilize current Board and donors to expand list of prospects
- Identify some smaller projects or program needs and solicit donors based on these needs
- Use non-fund raising events to generate names of possible donors
- Develop a program for moves management of current donors
- Clearly outline what needs are essential to fulfill your mission

Things to Keep in Mind

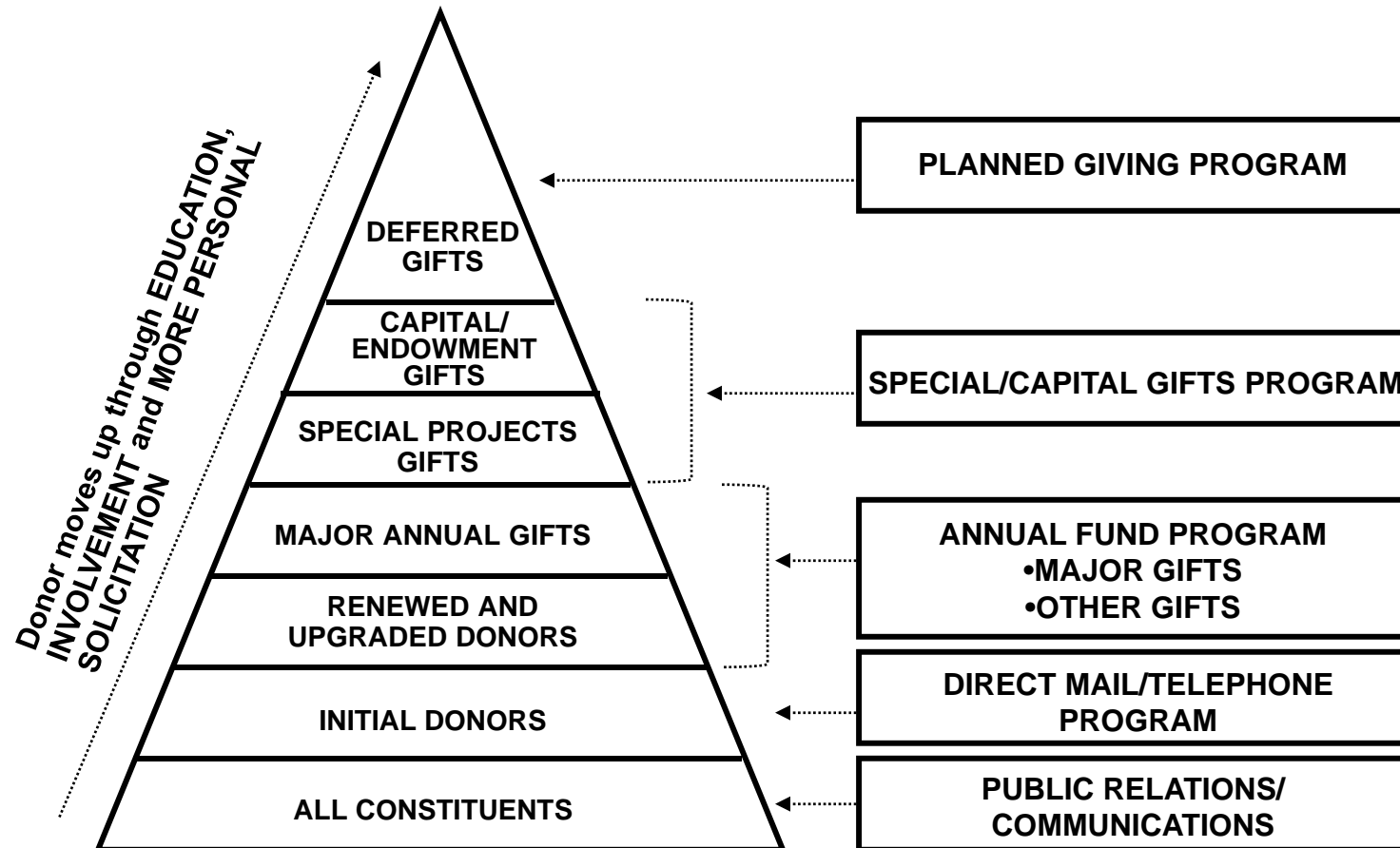
- People don't give to buildings they give to help people/make the world a better place
- Your organization doesn't have needs, your community and the people you serve have needs
- Your organization is a conduit through which donors achieve their philanthropic goals
- Make your fundraising (annual and capital) as “human as possible”

Some Things You Can Do

- Be prepared
 - *Have a well thought-out, solid plan for development for the year, with appropriate contingencies*
- Focus on mission
 - *Be sure the case for support is clear, concise and compelling*
 - *Focus on results, not needs*
 - *Use people-focused stories*
 - *Test the case with key stakeholders*
- Focus on your best donors and prospects
- Build your base of individual donors

The Donor Pyramid

Comprehensive Development Program
Active at Each Level of Donor Pyramid



Important at All Levels: Donor Cultivation and Recognition/Stewardship Prospect Identification/Evaluation/Research

Strategies to Build Your Donor Base

Build from your existing base

- Network through your current and former Board members and volunteers
- Engage the next generation; i.e., sons and daughters of current Board members and donors
- Ask your staff and volunteers to be your “eyes and ears” at cultivation events and in the community
- Capture the names of special event participants

Strategies to Encourage Individual Donors to Move Up the Pyramid

- Engage donors/prospects in your work
 - *Invite onto committee or task force*
 - *Ask them to host cultivation event*
 - *Keep them informed through newsletters, emails, special communiqués*
 - *Invite to site visits and special events*
 - *Ask their advice*

Strategies to Encourage Individual Donors to Move Up the Pyramid

- Focus on upgrading annual donors
 - *Ask for increased gifts; ask more than once each year*
 - *Offer opportunities for special project support*
 - *Use challenge/matching grants*
 - *Use increasingly personalized solicitation strategies*
- Consider periodic capital campaigns
- Promote planned giving

Strategies to Encourage Individual Donors to Move Up the Pyramid

- And don't forget to let donors know how important they are
 - *Celebrate loyalty; i.e., long-time donors*
 - *Recognize donors in visible ways*
 - *Use donor recognition "clubs"*
 - *Send stewardship reports*

Make Sure You are Spending Your Time and Resources Wisely

Some questions to ask yourself:

- Where does our philanthropic support come from—by source and activity?
- How much are we spending to bring in that support—by source and activity?
- Are there things we are doing now that are not productive?
- Can we divert those resources to more productive use?
- Are we spending enough on the development of our future donor base, especially individuals?
- If not, what current resources can we divert to these activities?