### FUND-AMENTALS

*Secrets to Fundraising Success*

<table>
<thead>
<tr>
<th>Section</th>
<th>Presenter(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome/Introduction</td>
<td>Theresa Butler-Porter, CFRE, Lakefield College School Foundation</td>
</tr>
<tr>
<td>Research</td>
<td>Laura Dobbie, Trent University, Steve MacDonald, MPA, PRHC Foundation</td>
</tr>
<tr>
<td>Romance</td>
<td>Shirlanne Pawley-Boyd, CFRE, Fleming College</td>
</tr>
<tr>
<td>Request</td>
<td>Andrew Galvin, PRHC Foundation Board of Directors, Lesley Heighway, PRHC Foundation</td>
</tr>
<tr>
<td>Recognition</td>
<td>Erin Coons, CFRE, Ross Memorial Hospital Foundation</td>
</tr>
<tr>
<td>Conclusion/Wrap Up</td>
<td>Cynthia J. Armour, CFRE, Elderstone Resource Development</td>
</tr>
</tbody>
</table>
Challenge assumptions
Inspire confidence
Expand your network
Engage in smart conversations
Expect epiphanies
Discovery to Strategy: The Role of Prospect Research

Laura Dobbie, Prospect Researcher & Analyst, Trent University
Steven MacDonald, Manager, Philanthropy, PRHC Foundation
Where we’re headed today …

• Discovering and investigating potential donors
• Information sources
• Presenting research findings
• Achieving success together - integration of research and development/fundraising
Potential donors – who are they?

Affinity – the interest and engagement

• People or organizations you already know

• Prospects who are giving to organizations with a similar mission, donating their time to boards and events of a similar nature to your organization, or donating within the community

Capacity – the money

• Prospects who have the money to give

Ideally, you want a potential donor who has both affinity for your organization AND the capacity to give.
Potential donors – where are they?

• Your database!
• Media articles and related publications
• Gift announcements
• Donor listings from other organizations
• Your existing sponsors, volunteers, customers, clients, patrons, or patients
• People or organizations that your current donors know (peer review)
THE INTERNET
Information and where to find it

- Accurate and authoritative
- Go directly to the source – organization website, annual report, management information circular
- Use media articles and those from related publications (e.g. local magazines or newsletters)
- Use articles from University or College websites
- Social Media can be a grey area – watch out!
- Use these different sources to “connect the dots” in order to validate information
Resources

- SEDAR: http://www.sedar.com/homepage_en.htm
- SEDI: https://www.sedi.ca/sedi/
- Canada 411 http://www.canada411.ca/
- MLS http://www.realtor.ca/
- Professional Societies. https://www.lsuc.on.ca/
  http://www.cpso.on.ca/public-register/all-doctors-search
- “Sunshine List” http://www.ontario.ca/page/public-sector-salary-disclosure
Resources continued

Resources continued

• Paid subscriptions - there are many options, some of which include:

  • CharityCan https://www.charitycan.ca/
  • iWave PRO www.iwave.com
  • BIG Online www.bigdatabase.ca
  • Foundation Search www.foundationsearch.ca
  • Grant Connect (Imagine Canada) www.imaginecanada.ca/grant-connect
  • Info-Direct https://www.infodirect.ca/Welcome

• Association of Professional Researchers for Advancement (www.apracanada.ca) – a great resource for networking and professional development
Presenting information

• Lists of leads
• Snapshot
• Brief Profile
• Full Profile
• Organization Profile (corporations, foundations)

*Remember to qualify what you’re presenting – facts vs. inferences
General search tips

• Search for a name or phrase enclosed in quotation marks – EX: “Laura Dobbie” not Laura Dobbie

• Use Boolean AND OR NOT operators, along with names or phrases in quotation marks. EX: “Laura Dobbie” AND “Trent University” or “Laura Dobbie” AND “Peterborough”

• If looking for affiliations, try searching “Laura Dobbie” AND “board of”

• If you are looking for donations, try searching “Laura Dobbie” and donation or “Laura Dobbie” and gift

• Search within a site using the operator site:URL. EX: site:trentu.ca "tom symons"
But wait a minute!

- Think about what you’re doing and why
- Objective could be any one of:
  - Equipping development/fundraising team to take a strategic next step, such as booking an exploratory visit, inviting for a tour etc.
  - Assisting development officer with appropriate information for determining request for support
  - Generating new leads!
- Don’t forget about the potential connection to your organization
- Remember that more is often learned by a good development officer during the first five minutes of a visit than via hours of research
It’s a team effort

• Ensure that researchers are part of the development team – and feel that way

• Communication lines should always be open

• Expectations should be clear – know what questions to ask, understand rationale behind request, be respectful of turnaround times etc.

• The researcher should attend development/fundraising meetings – not only to present leads, but to also gain perspectives
Always remember …

• Thinking strategically is key – time management, providing the right information for the given situation etc.

• Sharing, collaborating and strategizing together leads to success

• Efficiency is as important as quantity

• Good research compiles facts. Better research provides meaningful analysis. Great research informs strategy.
Any questions?

If you have any questions later, you can email Laura at lauradobbie@trentu.ca or Steven at smacdona@prhc.on.ca
Donor Cultivation

FUNDamentals: Secrets of Fundraising Success
What is donor cultivation?

• Building relationships
• Engaging donor prospects
• Sharing dreams
• Preparing to ask
Phase I – Getting to know the Donor Prospect

The first phase of donor cultivation relies heavily on the support of solid research and opportunities to communicate with the donor prospect to begin to understand what is important to them.

Initial communications should focus on the donor prospect’s ...
- background
- current situation
- giving interests

Determining these factors will assist you to identify the benefit the donor prospect is looking for in making a philanthropic investment.
Many fundraisers rush through Phase I in their excitement to share with the donor prospect the good works of their organization.
Phase II – Donor Prospect Engagement

Build Awareness
• Through a friend or colleague of the donor prospect
• Through the donor prospect’s attendance at an event

Educate
• As a volunteer (i.e. on a Committee, the Board, a Campaign Team)
• Through a tour of your organization
• Through communications vehicles
# Cultivation Strategy Worksheet

**DATE:**

**PROSPECT:**

**ANTICIPATED ASK AMOUNT:**

<table>
<thead>
<tr>
<th>Qualified</th>
<th>Unqualified</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**ESTIMATED SOLICITATION TIMEFRAME:**

<table>
<thead>
<tr>
<th>Challenges potentially precluding a gift</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Individuals closest to the donor prospect who have a connection with your organization</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Interests/Hobbies/Affiliations</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Other information that might impact cultivation activities or gift decision</th>
</tr>
</thead>
</table>
Phase III – Shaping the Investment

Identify the donor prospect’s principal motivations for giving and the link the motivations with funding opportunities within your organization.

i) Develop an understanding of the motivations and giving history of the donor prospect.

ii) Demonstrate to the donor prospect the ways the mission and activities of your organization dovetail with their interests.

iii) Assist donor prospects to affirm their motivations and outline the achievements of the organization through endorsements or testimonials from friends or colleagues of the donor prospect.
The Language of Philanthropy

- Communicate in a way that demonstrates an in-depth understanding of the donor prospect’s interests and bridge the interests to the work of your organization

- Describe the donor prospect’s potential support as an investment

- Share with the donor prospect the need that will be addressed through their investment

- Indicate how many people will be impacted by their investment

- Speak about impact as a return on their investment
Cultivating Current Donors

It is easier to raise money from a donor you already have than from a donor you haven’t met yet.

There are two goals you should have in mind when cultivating current donors.

- Retaining the donor
- Encouraging the donor to increase their gift
7 Steps to Cultivating Current Donors

1. Develop a plan

2. Find the right database to track activity

3. Maintain contact
   - provide updates about your organization and its activities
     *(Donor outcome reporting)*

Note: This contact should not include an ask.
4. Use as many communications vehicles as possible to maintain contact

- Online
- Phone Calls
- Events
- Emails
- Printed newsletters or philanthropic reports

5. Maintain contact but don’t bombard the donor with communications

6. Ensure your plan includes clearly outlined strategies for donors at different giving levels (The segmentation could be as simple as low, mid, high.)
7. Provide donors with opportunities to volunteer within your organization.

and/or

Ask for the donor’s advice or ideas on how you can build a stronger organization.
Donor Cultivation
FUNDamentals: Secrets of Fundraising Success

Questions
Request

Lesley Heighway, President & CEO PRHC Foundation
Andrew Galvin, Broker ReMax, PRHC Foundation Board of Directors
Inspiration

DONOR CENTRED

MISSION FOCUSED
Your hard work and reconnaissance before the ask

• What will motivate your donors to give?
• What excites and inspires them?
• Have you cultivated and engaged them?
• At what level will they engage
Overview of a Perfect Ask
Why do people give?

• To change or save lives
• Be part of something bigger
• Give back
• Support the community
• Personal experience with the mission
Money and your relationship with it
Role of volunteers

- Why a volunteer?
- Face to face
- Why is peer-asking so powerful?

Role of staff: To prepare the volunteer!
How to structure your ask

The Script

• Who speaks; who asks; who follows up
• Lay out the times for you and your volunteer to speak and respective roles
• Gift: purpose, amount, benefits and outcomes, who else has given, recognition, why “your donor”
Fundraiser’s #1 Skill

The lost art of listening......
Steps in the Ask

• Warm Up – social conversation
• Presentation and compelling case
• ASK- specific amount specific purpose
• Donor’s response- discussion
• Closing, set follow up steps
Objections

“No” means “not now”
Gift Agreement Forms

• Documenting the gift
• Contact information so you can steward
• Level of support, payable how often (pledged?), in what format
• Sending reminders
What should you expect?

• Donors who are flattered that you asked
• Donors who experience joy, satisfaction from giving
• To hear ‘no, not now…..’.
• To be challenged!
• To have fun meeting interesting people who share your passion for your cause
• Is there more meaningful work? (Seriously!)
  YOU are making a difference
Recognition Should Headline All of Your Programs

2015 Philanthropy Forum
Erin Coons, CFRE
Executive Director
Ross Memorial Hospital Foundation
Who is Responsible for Recognition?

Everyone!

Staff & Volunteers!

Fundraisers & Program Staff!

Front Line to the CEO!
Shifting focus from ‘how to acknowledge a donor for their generosity’...
‘to being Donor Centric’
What is donor-centrism? “Donor-centric” is another way of saying “building trust.”

A donor’s relationship with your organization deepens or frays mostly based on how much trust you can create in three areas:
• Trust that donors play an essential, vital, central role in your mission’s success.
• Trust that your organization does worthwhile things with donor gifts.
• Trust that your organization conducts its operations efficiently.

Sadly most organizations focus on their own needs and why their good work requires donations. Instead, the donor-centered organization puts the donor at the center. “Because of your gifts, we do this vital work.” “Your gifts stopped the river’s pollution.” “Only with your gift can we feed families.” “Because of you, great things happen.”

Simone Joyaux
Joyaux Associates

Her Services, Books & Free Learning Centre
http://www.simonejoyaux.com
<table>
<thead>
<tr>
<th>Question</th>
<th>Traditional Fundraising Gift Renewal/Gift Value/Generosity</th>
<th>Donor-Centered Fundraising Gift Renewal/Gift Value/Generosity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Likelihood of giving again the next time donor is asked</td>
<td>35% of new donors renew sometime within the next year, though not necessarily the next time they are asked(^{33})</td>
<td>67% would definitely or probably renew the next time they were asked</td>
</tr>
<tr>
<td>Likelihood of making a larger gift</td>
<td>21.8% of donors who renew make a larger gift(^{34})</td>
<td>52% would definitely or probably make a larger gift when they renew</td>
</tr>
<tr>
<td>Likelihood of continuing to give indefinitely</td>
<td>&lt;10% of donors continue to give to the same not-for-profit beyond five asks or campaigns(^{35})</td>
<td>67% would definitely or probably continue supporting a donor-centered not-for-profit indefinitely</td>
</tr>
</tbody>
</table>

\(^{32}\) donorCentrics Index of Direct Marketing Fundraising, 2014 First Calendar Quarter Results, H Flannery, P Grainger, R Harris, C Rhine, Target Analytics, a division of Blackbaud, Inc., July, 2014

\(^{33}\) ibid

\(^{34}\) 2013 Fundraising Effectiveness Survey Report, AFP/The Urban Institute, September, 2013

\(^{35}\) Estimate by Cygnus Applied Research, Inc. based on long term retention/attrition analysis of donors giving to Cygnus’ clients
When Do We Recognize Our Donors?

Throughout the entire engagement, solicitation & stewardship cycle
“Charities tend to think the ‘thank you’ is the end game, the final thing that needs to be said. But that’s where we're wrong. A ‘typical charity will lose 50 percent of its annual donors between the first and second donation, and up to 30 percent annually thereafter,’ Adrian Sargeant and Jen Shang reported in 2004. A 2009 study found that, in the U.S., about three-quarters of first-time donors did not make a second gift.

So, given the shocking defection rates of first-time donors, can we reasonably call them "satisfied"? Obviously not. And why? Because at the very start of the customer experience, we get it wrong: our attempts to thank are unconvincing.

Many amount to nothing more than: ‘Thank you for engaging in this transaction. Here's an acknowledgement for your tax records.’ No wonder so many first-time donors conclude, ‘Well, that wasn't very interesting. No point in doing that again.’”

Tom Ahern
Ahern Communications
Where Does Recognition Fit In Your Program?

Should be developed in tandem with all fundraising program planning
“According to donors, the ask is the critical trigger that turns potential supporters into active donors. But once they are acquired, asks give donors the opportunity to answer the question, ‘Will you give again?’, but that answer is almost always decided long before the ask is made.

The decision to give again (or not) and to give more (or not) is the product of the particular mix of stewardship options that is offered to donors in the down time between appeals.”

Penelope Burke
Her Blog: http://www.burksblog.com
Books & Research: http://cygresearch.com/dev
Why is Recognition So Important?

It just may be the key determinant in a donor giving again
“What donors have found to be consistently influential is this: they want to be thanked promptly and meaningfully for their gifts; they want to see their gifts designated or assigned to a specific project, program or initiative, and they want a report, in measurable terms, on what has been accomplished in that program before they are asked to give again.

If donors get those three things every time they give, they will give again in numbers far greater than what fundraising experiences today and they will give more generously.”

Penelope Burke
Her Blog: http://www.burksblog.com
Books & Research: http://cygresearch.com/dev
How Will We Build a Successful Recognition Program?

Put Your Donors at the Centre
Integrate into all Programs & Communications
Get to Know Your Donors!
Get to Know Your Donors with Strategic Questions!

“People remember more of what they say, than what you say.

People believe what they say, more than what we say.

People enjoy conversations in which they speak the most.

Therefore, it is our responsibility to elicit the case for support from our potential donors! We want them to tell US whatever we want them to REMEMBER.”

Karen Osborne
The Osborne Group:
Fundraising & Leadership Resources:
www.theosbornegroup.com
My Top 10 Recognition Headlines:

- Know Your Donors and Your Donor Demographics
- Develop Minimum Recognition per Program and Personalize from There
- Ask Your Donors What They Want and Listen; then be Gracious and Act Quickly if They Change Their Minds
- Track Donor Preferences, Preferably with Donor Giving
- Be Thoughtful, Be Respectful
- Donors Notice Personal Touches
- Focus on Inclusivity, Not Exclusivity
- Err on the Side of More Recognition Whenever Possible
- Not all Staff or Board Members Can Make an Ask, but Everyone Can Thank!
- Donors Give to Make a Difference…Facilitate then Celebrate!

Erin Coons, CFRE
Executive Director
Ross Memorial Hospital Foundation
[www.rmh.org/foundation](http://www.rmh.org/foundation)