



FOURTH SUMMIT FOR WOMEN OF COLOR  
ADMINISTRATORS IN HIGHER EDUCATION  
*ADVANCING AS LEADERS: CELEBRATING  
ACHIEVEMENTS, ADDRESSING CHALLENGES*  
OCTOBER 30, 2008

ELOISE ALEXIS, VP COLLEGE RELATIONS SPELMAN COLLEGE  
KASSANDRA JOLLEY, VP DEVELOPMENT SPELMAN COLLEGE  
KARIN GEORGE, SENIOR ASSOCIATE WASHBURN & MCGOLDRICK, INC

## Today's Goals

- Discuss the key concepts of philanthropy, development and fund raising
- Discuss the process of securing significant philanthropic support
- Focus your attention on the critical role of relationships and language in fundraising
- Identify the challenges and opportunities

# Setting the Stage

WASHBURN  MCGOLDRICK, INC.

# Pop Quiz!

WASHBURN  MCGOLDRICK, INC.

## Why Do People Give?

- People give money because they want to.
- People don't give unless they are asked.
- People give to people.
- People give money to opportunities, not to needs.
- People give to success, not to distress.
- People give money to make a change for the good.

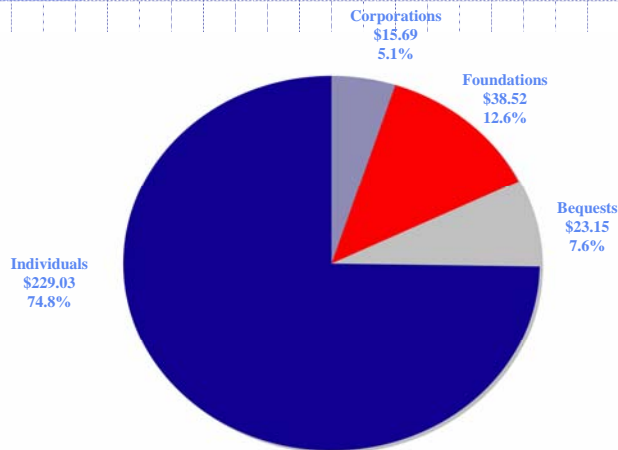
Fisher Howe, "The Board Members Guide"

## 2007 U.S. Contributions: \$306.39 Billion Where Did It Come From?

The answers may surprise you

1. Bequests	\$ 23.15 billion
2. Corporations	\$ 15.69 billion
3. Foundations	\$ 38.52 billion
4. Individuals Outright	\$ 229.03 billion

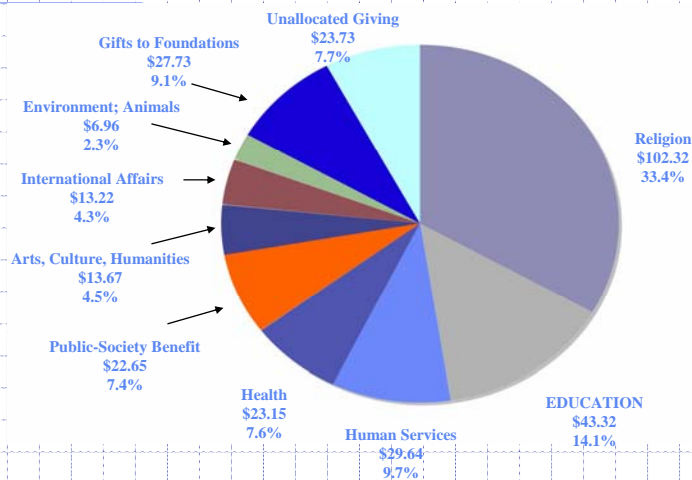
## 2007 Contributions: \$306.39 Billion by Source of Contributions



All figures are rounded. Total may not be 100%  
Giving USA 2008

WASHBURN  MCGOLDRICK, INC.

## 2007 Contributions: \$306.39 Billion by Type of Recipient Organization



All figures are rounded. Total may not be 100%  
Giving USA 2008

WASHBURN  MCGOLDRICK, INC.

# Campaigns

## Quick Definitions

- Mini-campaign – a class, or one-time effort
- Capital campaign – for buildings (“bricks & mortar”) only *OR* everything but annual giving
- Comprehensive campaign – goal includes all fundraising for the institution during the campaign time period, including annual giving – **MOST COMMON**

# Campaigns

## How are they different from other fund raising?

- An **announced** effort
- A **specific** set of needs
- **Ambitious** short- and long-term goals
- A specific amount of **new income** (often extraordinary)
- Within a **stated period** of time
- Includes **accountability** for moving the organization ahead

# Campaigns

Why do we need them?

- To provide resources to implement the institutional vision
- To add urgency to the vision – i.e. move an institutional agenda forward quickly
- To galvanize internal and external constituencies – pep rally effect
- To achieve tangible, quantitative, financial growth for the institution
- To attract and engage new donors
- Secure a strong major gifts infrastructure

# Campaigns

Why do we need them?

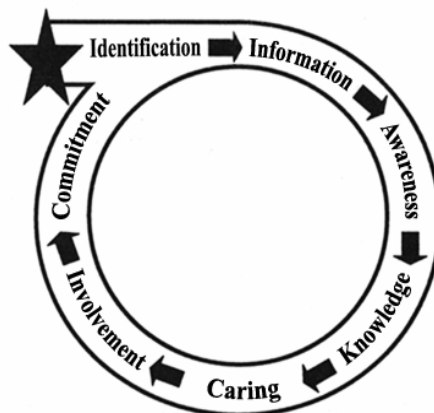
- Build a team of educated, committed volunteer advocates
- Identify and involve the next generation of leaders and donors
- Enhance the College's image and strengthen its reputation among its critical constituencies
- Strengthen internal morale

## FRIEND RAISING AND FUND RAISING

### ➤ Relationships vs. Transactions

- Building Constituency Relations: Students, Parents, Staff, Faculty, Alumni/ae, Friends, Corporations, Foundations, Organizations
  - ◆ People are not ATMs
  - ◆ Times require touches
  - ◆ Genuine internal commitment and external interests
  
- “Alumni relations raises the money, development just picks up the checks.”  
- Vartan Gregorian

## The Circle of Giving



## The Circle of Giving

- Greater involvement of current and prospective donors leads to consistent giving and larger gifts
- Success depends on building relationships between current and prospective donors/volunteers and key campus players
- Everybody has to play a role in connecting the circle, especially campus leaders

## The Board's Campaign Responsibilities

- Represent organization with passion and commitment
- Become informed and engaged with the campaign
- Be among the first to make a leadership gift
- Collectively give approximately 30-35% of total campaign goal (varies by board and institution)
- Identify, engage and, when appropriate, solicit gifts
- Understand and communicate gift impact
- Support and partner with the President, Vice President for Advancement, Advancement staff and others

## The Role of the President

- Clear vision and strategic direction -- *Big Idea(s)*
- Articulation of essential priorities and rationale
- Commitment of time (40-50%!)
- Robust communication with key constituents
- Execution: engagement, solicitation, stewardship
- Collaboration with Board members and Advancement staff

## The Role of the CDO

- Strategic thinking
- A written campaign plan with metrics
- Imaginative, professional execution of the plan
- Clear, organized and timely reporting
- Relentless initiative
- Aggressive field presence
- Prospects...prospects...prospects!
- Evaluation

## The Role of the Provost/CAO

- Represent and own campaign priorities within academic community – support the tough choices
- Develop strategy and language of priorities for academic initiatives
- Provide link/forum for faculty to participate
- Assess ongoing needs and requests against overall campaign priorities
- Solicit prospective donors
- Participate in selected campaign events/activities

## The Role of other senior staff

- Identify prospective donors and leadership volunteers
- Provide current information and context for area of expertise (enrollment, finance, for example) – help shape and “tell the story”
- Assist in engagement and cultivation process for key donors and constituents (alumni volunteers, parents) as needed
- Participate actively in stewardship (scholarship awards, financial reports, for example)
- Inform campaign priorities and proposals
- Support Advancement team through the course of regular work, particularly in the areas of technology, human resources and finance
- Participate in selected campaign events/activities

## The Campaign Landscape

- People give more when optimistic about the future
- People give more when they anticipate replacing the wealth they are giving
- People hesitate in times of economic stress
- Giving during recession typically falls 2%-5% adjusted for inflation
- Momentum is threatened

WASHBURN  MCGOLDRICK, INC.

## Campaign Landscape

- Not every prospective donor suffers equally
- Historically, religion and education are not drastically affected
- Reach out, listen carefully and ask with confidence
- Communicate the priorities

WASHBURN  MCGOLDRICK, INC.

# Challenges and Opportunities

- Collision of campaigns
- Current economy
- Increased donor sophistication and expectations: donor-centered philanthropy, e-philanthropy, DAFs etc.
- Donor demand for gift impact and stewardship
- Greater need for message clarity and consistency
- Focus on critical needs linked to plan and messaging
- Affinity-based giving
- Intense competition for qualified staff and associated financial resources
- Focus on ROI – Advancement as a business arm of the institution
- Winning edge: volunteer leadership/staff partnership

## *The Ten+ Sure-Fire, Never-Fail, Money-Back-Guaranteed Steps for Securing a Gift*

Step 1. **M \_ \_ \_ Y \_ \_ \_ O \_ \_ G \_ \_ \_ F \_ \_ \_**

When the letters are filled in what are the words to complete this basic rule?

Step 2. **Know Your Potential Donor (Discover and Qualify)**

- What are his/her interests/connections to your institution
- How has the interest been manifested?
- What is the donor's capacity to give?

Step 3. **Establish the Link**

- Match donor needs with institutional priorities
- Examine the request from the donor's point of view
- Look for an *emotional* link between your prospect and your priority

## The Ten+ (Cont'd)

### Step 4. Prepare and Rehearse

- Who will make the request? You? President? Teams? Volunteer? Staff? What's the "right" combination?
- How will you begin?
- Think about "transitions."
- What words will you use to present the case?

#### The First Call:

- Don't make assumptions...*listen* and look
- Confirm relationships: College, personal, business
- Observe capability and inclination
- Establish a follow-up for a next visit or next steps
- Look for the *right idea*...it may not be yours!

## The Ten+ (Cont'd)

### Identifying the Askable Moment:

- Watch and listen for positive cues
- Listen to the pronouns: move from "You/They" to "We"
- Use language and aspiration to your advantage
- Float trial solicitations:

*"If I could dream in Technicolor..."*

### Remember that you are earning the right to ask for a gift!

- It will likely require more than one meeting before you are ready to ask for the best gift

## The Ten+ (Cont'd)

### Step 5. Ask for the Gift

"I believe..."

"I support..."

"I hope you will join me in supporting..."

Remember: The request is the *first* part of negotiating a gift

### Step 6. Be Quiet!

### Step 7. Listen Carefully

- Clarify and certify the prospect's reactions to the request
- Listen for positive indicators
- Identify the *crucial* questions, objections or concerns
- Answer only the questions presented

## The Ten+ (Cont'd)

### Step 8. Overcome Objections

- Acknowledge the question, objection or concern
- Clarify, certify and repeat
- Verify that you understand the question
- Reply or offer to obtain a response
- Anticipate the many types of questions (only a few real objections)

### Step 9. Negotiate and Close the Gift

- Address remaining attitudes and concerns
- Understand your donor's needs before closing
- Make needed alterations to the original request
- Rehearse several possible closings

## The Ten+ (Cont'd)

### Step 10. **Say "Thank You"**

- Thank every donor "seven" times
  - You can't thank enough

### Step 11. **Plan the Next Steps -- Follow up**

- Recognition
  - Stewardship
  - Continuing communication and involvement

## The Development Concept

### ➤ **Fund Raising**

"...a series of miserable failures, followed by a few brilliant successes, all of which were accidental."

### ➤ **Philanthropy**

"...the mystical mingling of a joyful giver, an artful asker, and a grateful recipient."

### ➤ **Development**

"...is a lifelong process of building support based upon a long-term, positive, mutually beneficial relationship between a donor and a worthy cause."

***Thank You!***

WASHBURN  MCGOLDRICK, INC.