

Board Fundraising Culture Assessment

1. Are prospective board members made aware of their fundraising responsibilities before they are elected to the board?
yes no sort of / maybe / not certain
2. Are fundraising responsibilities and personal giving included in the board member expectation agreement?
yes no sort of / maybe / not certain
3. Do all or almost all board members make a yearly personal “stretch” gift to the organization’s annual fund?
yes no sort of / maybe / not certain
4. Does the board chair personally solicit board members annually to ensure appropriate board giving? Does the board chair take time to personally cultivate and steward appropriate higher level prospects and donors?
yes no sort of / maybe / not certain
5. Does the executive director take time to personally cultivate and steward appropriate higher level prospects and donors?
yes no sort of / maybe / not certain
6. Does the board’s fundraising committee organize the board’s fundraising rather than actually doing the fundraising itself?
yes no sort of / maybe / not certain
7. Is the organization’s mission statement clear, concise, and compelling? Can all or almost all board members recite it?
yes no sort of / maybe / not certain
8. Beyond just reciting the organization’s mission statement, can at least 80 percent of board members convincingly articulate the case for support of the organization?
yes no sort of / maybe / not certain
9. Does the director of development (or other staff person) identify appropriate cultivation and stewardship opportunities for board member participation?
yes no sort of / maybe / not certain
10. Have the chief executive and director of development presented a clear fundraising strategy to the board and solicited board input?

yes no sort of / maybe / not certain

11. Do the chief executive and board chair organize meeting agendas to give clear priority to fundraising?

yes no sort of / maybe / not certain

12. Do the chief executive and board chair plan annually for board training opportunities in fundraising?

yes no sort of / maybe / not certain

13. Do the chief executive, board chair, and director of development publicly acknowledge and recognize board members who are fulfilling their fundraising responsibilities?

yes no sort of / maybe / not certain

From David Sternberg, *Fearless Fundraising for Nonprofit Boards*, Second Edition
(BoardSource, 2008).

Fundraising Fundamentals

Because conventional wisdom says fundraising is an uphill battle, boards charged with developing fundraising strategies and board members required to solicit funds must arm themselves with new attitudes and approach fundraising with these basic truths in mind.

1. **Organizations are not entitled to support; they must earn it.** Whatever good works an organization does, it must prove to its supporters the value of those works to the community and the efficiency with which the organization delivers them.
2. **Successful fundraising is not magic.** It is hard work on the part of people who are thoroughly prepared. It requires planning, executing, assessing, and knowing who has the money and how much they can give.
3. **Fundraising is not raising money; it is raising friends.** People who do not know your organization will give little at best. Raise friends and you will raise money.
4. **You do not raise money by begging for it.** You raise it by selling people on your organization. No matter how productive, valuable, or efficient your organization may be, people will not give money unless they are convinced to invest in your cause.
5. **People will not give money if they aren't asked.** People with money are accustomed to being asked for it. The worst thing they can do is say no.
6. **You don't decide today to raise money, and then ask for it tomorrow.** Raising money takes time, patience, and planning. Initiate a fundraising campaign before the need arises.
7. **Treat prospects and donors as you would customers in a business.** No successful business treats customers as if they have an obligation to buy. Prospects and donors must be told how important they are and treated with courtesy and respect.

Fundraising Responsibilities

Key Roles of the Board

1. SETTING STRATEGIC DIRECTION
2. PROVIDING OVERSIGHT
3. ENSURING THE NECESSARY RESOURCES
 - ENSURE ADEQUATE FUNDING (E.G., DONATIONS, GRANTS, FEE FOR SERVICE, ETC.)
 - SELECT, SUPPORT, AND ASSESS THE CHIEF EXECUTIVE
 - RECRUIT AND ORIENT NEW BOARD MEMBERS; ASSESS BOARD PERFORMANCE
 - ENHANCE PUBLIC STANDING

The Board's Role in Fundraising

- DEFINE OR CLARIFY MISSION
- ESTABLISH THE STRATEGIC PLAN AND APPROVE ADEQUATE BUDGETS
- PUT THE ORGANIZATION IN PLACE — HIRE THE CHIEF EXECUTIVE
- SEE THAT THERE IS A DEVELOPMENT PLAN AND MONITOR ITS PROGRESS
- CREATE FUNDRAISING AND DONOR RECOGNITION POLICIES
- ENSURE FUNDRAISING METHODS ADHERE TO ETHICAL STANDARDS
- PARTICIPATE IN FUNDRAISING
- MONITOR PROGRESS AND EVALUATE OUTCOMES

Individual Board Member Participation in Fundraising

- COMMIT YOURSELF TO THE ORGANIZATION'S MISSION
- MAKE A MEANINGFUL PERSONAL CONTRIBUTION
- IDENTIFY, EVALUATE, AND CULTIVATE PROSPECTS
- MAKE INTRODUCTIONS TO PROSPECTS
- ORGANIZE AND ATTEND SPECIAL EVENTS
- ATTEND FACE-TO-FACE SOLICITATIONS
- WRITE OR SIGN APPEAL LETTERS
- ORGANIZE AND ATTEND SPECIAL EVENTS
- THANK DONORS

Why 100% Board Member Giving?

- DEMONSTRATES PERSONAL COMMITMENT
- GIVES BOARD MEMBERS CONFIDENCE TO ASK OTHERS TO GIVE
- ENCOURAGES OTHER FUNDERS TO GIVE
- CREATES BOARD MEMBER "OWNERSHIP"

Donations from Board Members – Sample Policy Statement

“MEMBERS OF THIS BOARD ARE EXPECTED TO INCLUDE [NAME OF ORGANIZATION] IN THEIR ANNUAL PHILANTHROPIC GIVING AT A LEVEL COMMENSURATE WITH THEIR RESOURCES. BOARD MEMBERS NEED NOT GIVE EQUAL AMOUNTS BUT MUST MAKE AN EQUAL COMMITMENT TOWARD HELPING [NAME OF ORGANIZATION] PROVIDE SERVICES.”

Typical Fundraising Duties of the Chief Executive

- SERVE AS THE ORGANIZATION'S REPRESENTATIVE TO POTENTIAL FUNDERS AND THE COMMUNITY
- SERVE AS A CONTACT FOR DONORS
- ENSURE COMPLIANCE WITH FUNDING SOURCES AND REGULATORY REQUIREMENTS
- HIRE AND SUPERVISE RESOURCE DEVELOPMENT STAFF
- INITIATE AND ASSIST THE BOARD IN DEVELOPING RESOURCE DEVELOPMENT POLICY
- HELP THE BOARD SET FUNDRAISING PRIORITIES

The Staff's Role in Resource Development

- COORDINATE THE OVERALL FUNDRAISING PROCESS
- DEVELOP RELATIONSHIPS WITH FUNDERS
- TAKE THE INITIATIVE — GENERATE IDEAS, IDENTIFY PROSPECTS, DO RESEARCH, COORDINATE VISITS
- KEEP FILES, RECORDS, MAILING LISTS, ACKNOWLEDGMENTS
- PREPARE CORRESPONDENCE AND WRITE PROPOSALS AND REPORTS
- SUPPORT BOARD MEMBER FUNDRAISING EFFORTS

Rules of Board/Staff Fundraising Responsibilities: Sharing and Integration

The First Rule

The board is ultimately responsible for the organization, including its financial resources.

The Second Rule

The board is helpless without strong staff support.

Therefore...

Fundraising is a partnership of board and staff. Neither can be successful without the other.

Who Does What?

The Staff's Role in Fundraising

- Coordinate the overall fundraising efforts.
- Take the initiative and generate ideas.
- Keep files, records, mailing lists, and acknowledgments.
- Do research.
- Prepare correspondence and write proposals.
- Support and involve the board by motivating, recommending, encouraging, restraining, stimulating, and thanking board members, individually and collectively.

The Board's Role in Fundraising

- Define the mission and plan the future of the organization.
- Put the organization in place — hire a chief executive, approve a budget, etc.

Board Member Roles in Fundraising

- Make a financial contribution
- Participate willingly in fundraising activities.

Case Statements

How is a case statement used?

A case statement is a tool to educate, inform, and encourage a potential donor to partner with the organization. While answering the questions that a donor might pose, a case statement raises interest in the case and persuades the potential donor to provide financial assistance by making it urgent, personal, and real. The case statement is a complete and independent document, making it a key tool for the development staff or committee. The nature of this document allows development staff to adapt it for grant proposals, major gift visits, and general solicitations. Internally, it can also be used to recruit volunteer leadership and seek contributions from board members.

From George Worth, *Fearless Fundraising*

- Build your case from the donor's perspective
- Describe the organization through the eyes of a donor
- Remember that people give money to do good, not to support an organization. The case should emphasize how the donation makes a difference.
- Position the donation as a personal investment
- Case needs to address What, How, Who, Why

What information should be included?

A case statement should address the following issues:

- The problem or societal need that the organization is trying to address.
- Any current service that exists in the community that addresses this issue. Is there a need for a new service that fits in the mission area of the organization? Why will this organization's service be more effective than that of a competitor?
- The goals and objectives of the organization's plan.
- The needs of the staff to accomplish this plan.
- Collaborations with other organizations.
- The cost to implementing this plan.

- The role of the prospective donor.
- Process for evaluating the results.
- The difference this project will make in the community.
- Benefits for the donor.

Tips for an effective case statement

- Use examples to show the organization's needs and intended results.
- Make the statement easily adaptable for targeted audiences.
- Limit the fundraising jargon and use common terms.
- Mention the dollar figures being sought. This allows potential donors to understand the amount of money needed and to think about what they need to contribute.
- Use language that gets the donor excited, inspired, and motivated.
- Clearly define how the donor will benefit from this gift.
- Convey a sense of urgency.

Writing Your Case Statement Exercise

1. Take 5 minutes to write down your case statement.

2. To make your case you need to have good answers to these questions:
 - What — What need does the organization fulfill?

 - How — How is the organization meeting this need?

 - Who — Who is the organization — its leadership, its record, its mission?

 - Why — Why should the donor contribute?

3. DEBRIEF, What is good about your organization's case statement, if you have one? What can be done to improve it?
 - REMEMBER, don't focus on how the money or support helps you do your work. - OUTPUTS

 - Focus on what difference the work will make. - OUTCOMES

Stages of Fundraising

- STAGE ONE: CULTIVATION
- STAGE TWO: SOLICITATION
- STAGE THREE: STEWARDSHIP

Stage One: Cultivation

- Building relationships with prospects
- Generating interest in the organization
- Showing prospects what the organization is all about – history, programs, finances, etc.
- Sometimes called “friend raising”

How Board Members Can Get Involved in Cultivation

- Provide a list of potential donors
- Make personal contact with prospects
- Show prospects the facilities
- Share the history and accomplishments of the organization
- Accompany the chief executive on a visit to a local foundation
- Share their enthusiasm for the mission of the organization
- Host events for potential donors in their homes
- Greet donors at special events

Stage Two: Solicitation

- Process of asking for financial support
- Various forms of soliciting support; e.g.,
 - Participating in a one-on-one solicitation
 - Sending direct mail pieces with personalized notes
 - Making telephone solicitations
 - Hosting benefits or other special events

How Board Members Can Get Involved in Solicitation

- Add personalized notes to direct mail letters
- Invite friends and colleagues to special events
- Work with the organization’s staff on proposals, tailoring the text on the basis of their knowledge of the target foundation or corporation

- Write/Review the Case Statement
- Make the ask directly themselves, either face to face or through a personal note or telephone call

Stage Three: Stewardship

- Thanking donors and letting them know the difference their gift made
- Maintaining donor relationships
 - Thank you letters
 - Donor recognition opportunities
 - Invitations to special events
 - Updates from the organization

How Board Members Can Get Involved in Stewardship

- Send letters of appreciation and invitations to special events
- Maintain relationships with donors
- Personally thank donors for their contributions
- Keep donors connected to the organization

