UNIVERSITY OF DELAWARE
NONPROFIT COMMUNITY RESOURCE CENTER

NONPROFIT MANAGEMENT
CERTIFICATE

PHILANTHROPIC FUNDRAISING

MAY 3, 2007
9:00 – 4:30

ROBERTA A. HEALEY, MBA, ACFRE
robbe.healey@farrhealey.com
Reasons For Giving
Instructions

In 1995 the American Association of Fundraising Counsel (AAFRC) analyzed the methods of approach that most often resulted in “yes” when an American prospect was asked for a gift. AAFRC in Giving USA 1995 reported the eleven (11) top reasons cited by the individuals surveyed in the study. The responses are listed below. To complete the worksheet:

1. Review the responses.
2. In the column labeled “Your Ranking” rank order responses from one (1) to eleven (11) with one being the reason you feel was most frequently mentioned and eleven being the reason you feel was least frequently mentioned.
3. Please remember your response should reflect what you believe are the results of a survey of American respondents, not your personal motivation for saying yes.
<table>
<thead>
<tr>
<th>Reason for giving</th>
<th>Your Ranking</th>
<th>Giving USA Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Being asked at work to give</td>
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<tr>
<td>Advertisement in a newspaper or magazine</td>
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<td>Being asked to give by someone you know well</td>
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<td>Being asked by a celebrity</td>
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<td>Television commercial</td>
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<td>Someone coming to the door asking you to give</td>
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<tr>
<td>Being asked by clergy</td>
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<td>Telethon or radiothon</td>
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<tr>
<td>Reading or hearing a news story</td>
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<td>Receiving a letter asking you to give</td>
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<tr>
<td>Receiving a telephone call asking you to give</td>
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UNDERSTANDING DONOR GIVING OPTIONS
TOOLS NEEDED FOR A SUCCESSFUL MAJOR GIFTS PROGRAM

1. Staff and time
2. Recording and tracking capabilities (hopefully computerized)
3. “Moves Management”
4. Contact reports
5. Donor tracking
6. Pledge forms and gift receipts
7. Forms and agreements: annuities, securities transfers, real estate transfers
8. Professional resources: legal counsel, brokers, trusts officers
9. Leadership and organizational commitment to the program
10. Budget and resources: travel, telephone, mail
11. Personal organization system: Daytimer™, Palm Pilot™, etc.
12. Major gifts by you and the Board
WHY PEOPLE MAKE MAJOR GIFTS

1. Believe in the Mission
2. Community responsibility
3. Organization is sound
4. Personal connection with the organization or volunteer
5. Respect for leadership, volunteers

IDENTIFYING YOUR MAJOR GIFT PROSPECTS

1. Donors who are ready, have made previous gifts and have been cultivated
2. Donors who are ready, have made previous gifts
3. Donors who have made cumulative gifts
4. Donors who are rated highly and have been cultivated
5. Family, friends and colleagues of donors
6. Leads
7. Participants: people who have attended receptions, openings, lectures, and express strong interest in the organization.
8. Donors who have made estate gifts (wills, annuities, etc.)
PREPARING DONOR PROFILES AND SOLICITATION STRATEGIES

1. Profile
   a. Age, family, wealth, address(es), hobbies, boards, other charitable interests, years of volunteer service.
   b. Contact reports
   c. Correspondence: cards, letters sent and received
   d. Giving history: level and designations

2. Solicitation strategies
   a. Map out “moves” and timing
   b. Who, what, where, when, how
   c. Best outcome – by when and for what
   d. Minimal outcome – what do you need to do by when
   e. Backup plans
   f. Keep contact going even if things are put on hold – illness, vacation, “too busy”

IDENTIFYING AND WORKING WITH LEADERSHIP TEAMS AND VOLUNTEERS

1. Look Within – board, CEO, volunteer, co-worker

2. Other donors – donor in the same corporation who can gain access to corporate giving officer, fellow club member, choir, church, synagogue, mosque, classmate, etc

3. Look to outside information sources for peer screening

4. Assist in fact finding

5. Agree to make calls, participate in meetings

6. Be the “door opener’ for you

7. Assist in cultivation

8. Assist in solicitation

9. Making the best match – avoiding “vinegar and oil”
# Adult Generations *

<table>
<thead>
<tr>
<th>Booster MATURE</th>
<th>Boomer MIDLIFE</th>
<th>Buster YOUNG ADULT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feel they have earned the rewards of life by hard work and careful planning</td>
<td>Feel entitled to the rewards of life because they have earned them</td>
<td>Defining idea is diversity … style is entrepreneurial</td>
</tr>
<tr>
<td>Work is an unavoidable obligation</td>
<td>Work is an exciting adventure</td>
<td>Feel entitled to rewards because they are needed</td>
</tr>
<tr>
<td>Look on the future as rainy day to work for … patient about the time it takes to achieve results</td>
<td>Orientation to the present not the future.</td>
<td>Work is a difficult challenge … education is way to get where you are going.</td>
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<tr>
<td>Education is a dream not a birthright</td>
<td>Looks for tangible immediate outcomes</td>
<td>Future is uncertain but manageable</td>
</tr>
<tr>
<td>Tends to trust large traditional institutions</td>
<td>Education is a birthright</td>
<td>Large institutions are suspect and traditions questionable</td>
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<tr>
<th></th>
<th>Security</th>
<th>Safety</th>
<th>Stability</th>
<th>Identity</th>
<th>Personal Growth</th>
<th>Meaning</th>
<th>Materialism</th>
<th>Identity</th>
<th>Relationships</th>
<th>Community</th>
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<tbody>
<tr>
<td><strong>“We”</strong></td>
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<td>The good of the Country</td>
<td>No Sweat</td>
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<tr>
<td>Worked Hard</td>
<td>No Problem</td>
<td>All kinds of problems</td>
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<td><strong>“Me”</strong></td>
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<tr>
<td>Self Fulfillment</td>
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<tr>
<td><strong>“Us”</strong></td>
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<td>Community</td>
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<td>No Fear</td>
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<td>Scared to death</td>
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* DR. JUDITH NICHOLS
# Generational Differences

Ron Zemke, et al: Generations at Work

<table>
<thead>
<tr>
<th>Generation</th>
<th>Defining Events &amp; Trends</th>
<th>Core Values</th>
<th>Generational Personality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Veterans</td>
<td>Patriotism, Families, Great Depression,</td>
<td>Dedication, Sacrifice, Hard Work, Conformity, Lay and order, Respect for Authority, Duty before pleasure</td>
<td>Past-oriented – history absorbed, Believe in logic not magic, Conformers</td>
</tr>
<tr>
<td>1922-1942</td>
<td>WWII, New Deal, Korean War</td>
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<tr>
<td>Baby Boomers</td>
<td>Prosperity, Children in the spotlight,</td>
<td>Optimism, Team orientation, Personal gratification, Personal Growth, Health &amp; Wellness, Youth, Involvement, Work</td>
<td>Drive soul-searchers, Willing to go the extra mile, Love/hate relationship with financial prosperity</td>
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<tr>
<td>1943-1960</td>
<td>Television, Suburbia, Assassinations,</td>
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<td></td>
<td>Viet Nam, Civil Rights, Women’s Liberation</td>
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</tr>
<tr>
<td>Gen-X</td>
<td>Watergate, Latchkey kids, Single Parents,</td>
<td>Diversity, Think Globally, Balance, Techno-literacy, Informality, Self reliance, Pragmatism</td>
<td>Risk taking skeptics, Seek balance and a sense of family, Thinks about the job – not the work hours</td>
</tr>
<tr>
<td>1960 – 1980</td>
<td>AIDS, MTV, Computers, Challenger Disaster,</td>
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<td></td>
<td>Fall of Berlin Wall</td>
<td></td>
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<tr>
<td>Nexters</td>
<td>Computers, School violence, Oklahoma City</td>
<td>Confidence, Civic Duty, Achievement, Sociability, Morality, Diversity, Street Smarts</td>
<td>Optimistic about the future and realistic about the present, Prefer collective action, Tenacious</td>
</tr>
<tr>
<td>1980- present</td>
<td>Bombing, TV Talk shows, Multiculturalism,</td>
<td></td>
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<td></td>
<td>9-11-2001</td>
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</tbody>
</table>
# DONOR PSYCHOGRAPHICS

## SEVEN FACES OF PHILANTHROPY
Jossey Bass, 1994
Russ Alan Prince and Karen Maru File

<table>
<thead>
<tr>
<th>Description</th>
<th>Percentage</th>
<th>Face</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doing Good Makes Sense</td>
<td>26%</td>
<td>Communitarians</td>
</tr>
<tr>
<td>They help their communities prosper by supporting local charities.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Doing Good is God’s Will</td>
<td>21%</td>
<td>Devouts</td>
</tr>
<tr>
<td>They believe it is God’s will for them to help.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Doing Good is Good Business</td>
<td>15%</td>
<td>Investor</td>
</tr>
<tr>
<td>Give with one eye on the cause and one eye on the personal tax and estate benefits.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Doing Good is Fun</td>
<td>11%</td>
<td>Socialite</td>
</tr>
<tr>
<td>They seek opportunities to create fund raisers and social events benefiting charities.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Doing Good in Return</td>
<td>10%</td>
<td>Repayers</td>
</tr>
<tr>
<td>These are constituents first and donors second.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Doing Good Feels Right</td>
<td>9%</td>
<td>Altruist</td>
</tr>
<tr>
<td>Selfless donor who wishes to remain anonymous – believe giving is a moral imperative.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Doing Good is a Family Tradition</td>
<td>8%</td>
<td>Dynasts</td>
</tr>
<tr>
<td>Giving is something their family has always stood for.</td>
<td></td>
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</tbody>
</table>
### DONOR CHARACTERISTICS & MARKETING CONSIDERATIONS

<table>
<thead>
<tr>
<th>CHARACTERISTICS</th>
<th>YOUNGER DONORS</th>
<th>OLDER DONORS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GIVING GOALS AND GENERAL BEHAVIORS</strong></td>
<td>Specific goals and definite ideas</td>
<td>Mission oriented</td>
</tr>
<tr>
<td></td>
<td>More likely to remain engaged with project</td>
<td>Loyal to charities that have been helpful to their families</td>
</tr>
<tr>
<td></td>
<td>Want to have an impact, support their societal priorities</td>
<td>Want to do the right thing…support the less fortunate and betterment of others</td>
</tr>
<tr>
<td></td>
<td>Augment estate, meet tax planning goals</td>
<td>Seek security and immediate income benefits</td>
</tr>
<tr>
<td></td>
<td>Seek leverage – require feedback</td>
<td>Focus on economic benefits</td>
</tr>
<tr>
<td></td>
<td>Pooled Income Fund</td>
<td>Charitable Gift Annuities Charitable Remainder Trusts</td>
</tr>
<tr>
<td></td>
<td>Variable rate gifts</td>
<td>Fixed rate gifts</td>
</tr>
<tr>
<td><strong>MARKETING CONSIDERATIONS</strong></td>
<td>Straightforward approach</td>
<td>Softer approach</td>
</tr>
<tr>
<td></td>
<td>Explain financial benefits to donor</td>
<td>Explain financial benefits and contribution to the future stability of charity.</td>
</tr>
<tr>
<td></td>
<td>Emphasize investment strategies and stewardship of gifts</td>
<td>Reinforce pride in doing something good.</td>
</tr>
<tr>
<td></td>
<td>Show how gift can help the family establish its legacy</td>
<td>Show how to endow annual support through a planned gift.</td>
</tr>
</tbody>
</table>
CUSTOMIZING THE GIFT OPPORTUNITY

You seek lead gifts for the “Build a Brighter Future Fund,” a scholarship fund. The fund has a current as well endowment option.
- Option one (current) allows donors to direct dollar to the fund to be used in the current year.
- Option two (endowment) allows donors to direct dollars to the fund to be permanently restricted generating annual income to be used to support deserving students.

You are preparing to visit with a prospect to discuss a lead gift.
- What gift features will you emphasize?
- What gift benefits will you highlight?
- What donor recognition benefits will you stress?

<table>
<thead>
<tr>
<th>FEATURES</th>
<th>OPTION 1 BENEFITS</th>
<th>RECOGNITION</th>
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<thead>
<tr>
<th>FEATURES</th>
<th>OPTION 2 BENEFITS</th>
<th>RECOGNITION</th>
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CUSTOMIZING THE GIFT OPPORTUNITY

You seek lead gifts for the “Save Our Treasures Fund,” an historical preservation fund. The fund has a current as well endowment option.

- Option one (current) allows donors to direct dollar to the fund to be used in the current year.
- Option two (endowment) allows donors to direct dollars to the fund to be permanently restricted generating annual income to be used to support historic preservation.

You are preparing to visit with a prospect to discuss a lead gift.

- What gift features will you emphasize?
- What gift benefits will you highlight?
- What donor recognition benefits will you stress?

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<thead>
<tr>
<th>FEATURES</th>
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<th>FEATURES</th>
<th>OPTION 2 BENEFITS</th>
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CUSTOMIZING THE GIFT OPPORTUNITY

You seek lead gifts for the “Step Up Fund,” a housing financial subsidy fund. The fund has a current as well endowment option.

- Option one (current) allows donors to direct dollar to the fund to be used in the current year.
- Option two (endowment) allows donors to direct dollars to the fund to be permanently restricted generating annual income to be used to support affordable housing.

You are preparing to visit with a prospect to discuss a lead gift.

- What gift features will you emphasize?
- What gift benefits will you highlight?
- What donor recognition benefits will you stress?

<table>
<thead>
<tr>
<th>FEATURES</th>
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</table>
# Customizing the Gift Opportunity

You seek lead gifts for the “Resonance Fund,” a guest artist/conductor fund. The fund has a current as well endowment option.

- Option one (current) allows donors to direct dollar to the fund to be used in the current year.
- Option two (endowment) allows donors to direct dollars to the fund to be permanently restricted generating annual income to be used to support guests artists and conductors.

You are preparing to visit with a prospect to discuss a lead gift.

- What gift features will you emphasize?
- What gift benefits will you highlight?
- What donor recognition benefits will you stress?

<table>
<thead>
<tr>
<th>Features</th>
<th>Option 1 Benefits</th>
<th>Recognition</th>
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<table>
<thead>
<tr>
<th>Features</th>
<th>Option 2 Benefits</th>
<th>Recognition</th>
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</table>
Case #1:

**Fund-raiser:** It is so wonderful to see you again. Thank you for making time to allow me to come and visit with you today. I hope you have been well since our last visit.

**Prospect:** On the whole things are good. Just the usual family stuff to take care of.

**Fund-raiser:** The last time we talked, I so enjoyed hearing you tell me about your Mother’s distinguished history with our facility. Even though I had read the notes written by Sarah Wood when she was retiring as President, your stories made it so much more meaningful for me. We are so fortunate to have you continuing your family’s commitment and service.

**Prospect:** The facility has been very important to our family. When you took care of my Aunt when she could not afford the care she needed, it meant a lot to my Mother - it is the least we can do.

**Fund-raiser:** Given your service on the planning committee, I know you are very familiar with the plans for the new wing. Your volunteer and financial support is widely admired in the community. It is because of your personal and family history of leadership that we ask you to consider supporting the new wing with a gift of $350,000. I know you have other questions, but to start off, how does that sound to you?

**Prospect:** That’s too much money you are asking for.
Case #2:

Fund-raiser: It is so great to see you. Every time I read a piece about you in the paper, I know you must be busier than most people can even imagine.

Prospect: Things are great. Sometimes even I can’t imagine how fast things have moved. Just a few years ago there were times my brother and I were the only ones who believed in this project, and look - we have gone public and have offices in 8 cities.

Fund-raiser: You two are living proof that a great idea and hard work are the perfect combination. I can’t tell you enough how much we appreciate the time you find for the kids at Gateway House. When you stop in to shoot hoops or read a story in the enrichment room, you make their day!

Prospect: I guess it is hard for them to know how much it means to us to be able to help out. I know how they feel - and I just want to do what I can.

Fund-raiser: You know how crowded the center is - especially after school and weekends. It is our dream to add a swimming pool and hope you will take a leadership role in making that dream a reality. Many in the community take their lead from you and we hope you will help raise the sights of the entire community with a gift of $125,000. How does that sound to you?

Prospect: You flatter me, but I’m not as wealthy as Warren Buffett or Bill Gates.
**Case #3:**

**Fund-raiser:** How is the family? Did you have a good holiday with your grandchildren?

**Prospect:** We had a great time. It was nice to play with the kids and give our daughter a break. She really appreciated the rest.

**Fund-raiser:** I promised to talk with you about the new Childrens’ Services Center we are planning. As you know it will be right here in the community, and save parents from having to transport their children into the city for treatments or follow up. We believe it will relieve significant burdens for families of critically ill children and give them a much better quality of life, in spite of the hardships they’re dealing with.

**Prospect:** The idea of the facility does sound good. Every time I get on the expressway I wonder how people stand to commute. There are so many cars, driving so fast. It is a wonder there is any family life at all any more for these two career families living out here in Mountain Park and working downtown.

**Fund-raiser:** I know you have a real commitment to making sure high quality essential services are provided right here in Mountain Park. That is precisely the reason we hope you will consider becoming a platinum circle donor to the new children’s service center with a gift of $100,000. I know you must have several questions, but to start off, how does that sound to you?

**Prospect:** Actually, I am not interested in supporting the Childrens’ Service Center.
**Case #4:**

**Fund-raiser:** Tell me about the family. I always enjoy hearing your update.

**Prospect:** We couldn’t be better. Of course, Jane is on assignment. She has an apartment overlooking the bay and is much more comfortable now that she isn’t living out of a suitcase. I hope to get out to see her in a couple of weeks.

**Fund-raiser:** You sure seem to be good at managing such busy lives. I hope you will let her know how much we all miss her keen insights in our Alumni Council meetings!

**Prospect:** I sure will. The University means a lot to both of us - and Jane really feels badly that this new assignment keeps her away from the campus - especially with the planning for the resource center in the Library.

**Fund-raiser:** I am so happy you mentioned that. We know both you and Jane really care about improving the research resources for undergraduates. The resource center will be just the kind of multi-media center Jane challenged us to think about. We hope you and Jane know just how much other alums admire you. Your leadership participation will likely inspire many others to join in the effort. It is for these reasons, and more, that we hope you will consider making a pledge of $250,000 to get the campaign off to an excellent start. How does that sound to you?

**Prospect:** We have talked a little - but I can’t give you an answer now.
OVERCOMING OBJECTIONS: WHAT DO I SAY NEXT?

1. We only ask this of our top donors.

2. I hope you take that as a compliment. Our intent was to make sure you were among the first donors given an opportunity to take a significant leadership role in this project.

3. I hope you agree a gift like this is a once in a lifetime opportunity. It will literally transform the lives of many families for generations to come.

4. You are but one of the very few people we can turn to and ask for this very important gift.

5. We have been talking about this for a while and from our previous conversations I thought you were interested. Please share with me where your main interest is today.

6. As you know, we are working on several major program and physical improvements. Please tell me which one is your priority interest today.

7. As you know, you and your family are very important donors. We always want to hear your ideas and input. Please tell me what programs you have the greatest interest in supporting?

8. I am very grateful for your honesty. Can we talk for a few minutes about the project you are most interested in?

9. We understand it is a very large amount – and you are one of the few benefactors we could ask to consider a leadership gift of this size.

10. Is it the size of the gift or the fact that we asked you now that seems most troubling?

11. I think you know your investment in this project will pave the way for others to follow your leadership and generosity.

12. I can only imagine the demands on your financial resources. I believed from our earlier conversations that you planned to take a significant role in making this project a reality.

13. We recognize that this is an important decision and we certainly want you to take the time you need to consider this gift opportunity. What can we provide to help you consider your decision?

14. Knowing you need time to discuss this with ________ (whomever is significant in the decision), I hope you will tell me your personal feelings and reactions about the gift idea we just discussed.

15. I know you need to consider this together. What questions do you have today that would help you get started thinking about this?

16. I know you will spend a lot of time discussing this as you make your decision. We hope you will keep in mind the joy your gift will bring to all those people you have had such an interest in for such a long time.
WHEN NO MEANS MAYBE

1. My Business is down
   a. Thank you for sharing your honesty with us.

2. Two of my children are in college and the third is about to get married
   a. This seems to be a very active time for you and your family.
   b. Maybe our idea can help in ways you haven’t considered.
   c. What’s important here is that you can make the gift you have been considering
      and meet these other important responsibilities as well.

3. I have to consult my attorney, but I don’t think he/she will go for it.
   a. Naturally, we would want you to share these facts. How about if we send copies
      of these materials directly to him/her and follow up? I bet if you are enthusiastic
      about this opportunity, he/she will be too.

4. I would like to do something, but I don’t think I’m ready for this.
   a. We would be remiss if we did not offer this to you because we know you want to
      make a significant difference.
   b. There is much to consider and we will call you in a week to further discuss your
      concerns.

5. I can’t give at this time.
   a. What matters to us the most is that you are enthusiastic and want to participate.
   b. Let’s plan to get together again in a week or so to discuss this opportunity further.
**WHEN THE ANSWER IS YES**

1. Reconfirm the importance of the gift

2. Set date for next meeting/event
   a. Pledge payment schedule
   b. Stock transfer
   c. Gift receipts
   d. Meetings with family or advisor(s)

3. Discuss recognition and publicity: internal & external
   a. Dinner/luncheon
   b. Newspaper, annual report, newsletter
   c. Plaque
   d. Strictly anonymous

4. Schedule donor visit to your organization

5. Meetings with organization leadership

6. Contact reports

**STEWARDSHIP AS A VEHICLE TO THE NEXT MAJOR GIFT**

1. Several thank yous: leadership, volunteers, awardees

2. Call periodically to “check in”

3. Send articles about the gift

4. Invitations to events

5. Annual Reports

6. Cards: birthday, anniversary, etc.

7. Send campaign/project progress updates; emphasize benefits of the gift
SAMPLE: CONTACT REPORT

Caller: ________________________________________________________________

Prospect Name: ________________________________________________________________

Donor/Prospect Number: ________________________

Others in attendance: ____________________________________________________________

______________________________________________________________________________

Date: __________________________   Time: _____________________________

Type:    _____  telephone   _____  home/office visit/meeting

_____  meal [ _____breakfast _____lunch _____dinner ]

place: ____________________________________________________________

_____ tour (describe) ________________________________________________

Action: _______________________________________________________________________

______________________________________________________________________________

Next Action and Target Date: _____________________________________________________

______________________________________________________________________________

Comments:  ___________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________
BOARD ROLE: SELECTED BIBLIOGRAPHY


MAJOR GIFTS: SELECTED BIBLIOGRAPHY


