**Fundraising Exercises and Handouts**

These exercises and handouts can be used with your board to help them understand their fundraising role and engage them in fundraising activities.

**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

(continued on next page)

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).*

**Board Fundraising Culture Assessment Exercise**

On your own, take 5 minutes to complete the Board Fundraising Culture Assessment in your handouts and review the reflection questions. When everyone in your group is done, take 10 minutes to discuss:

1. What did you learn from completing the Board Fundraising Culture Assessment?
2. What might your board do to increase your willingness to do some of the higher-numbered items?
3. How might you use this Board Fundraising Culture Assessment with your board?

**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 well 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**

## Setting Strategic Direction

## Providing Oversight

## 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 | The Board's Role in Fundraising |
| 1. Coordinate the overall fundraising efforts. 2. Take the initiative and generate ideas. 3. Keep files, records, mailing lists, and acknowledgments. 4. Do research. 5. Prepare correspondence and write proposals. 6. Support and involve the board by motivating, recommending, encouraging, restraining, stimulating, and thanking board members, individually and collectively. | 1. Define the mission and plan the future of the organization. 2. Put the organization in place — hire a chief executive, approve a budget, etc.   ***Board Member Roles in Fundraising***   1. Make a financial contribution 2. Participate willingly in fundraising activities. |

**The Fundraising Team Reflection Questions**

## The Board + The Staff = The Fundraising Team

1. Which is the weakest part of your team?
2. What needs to be done to shore up this part of the team?

*Source: Chuck V. Loring, “Making a Difference…Great Boards Doing Great Fundraising,” BoardSource Leadership Forum (October 2007).*

**Sample Fundraising Committee Job Description**

* ***Lead*** theboard’s participation in fundraising.
* Work with staff to develop fundraising plan.
* Develop fundraising policies, plans, procedures, and schedules for board.
* Teach board members fundraising skills and techniques.
* Ensure the case is strong and based on the organization’s mission.
* Lead the board’s effort in identifying, cultivating, and approaching major donors.
* Propose minimum board member contributions
* Solicit contributions from board members

**Sample Director of Development Job Description**

* Work with the board and chief executive to develop long-term fundraising strategy
* Organize and execute fundraising programs
* Develop relationships with funders
* Coordinate visits by staff and board members
* Plan and oversee donor recognition and cultivation
* Work with staff to design promotional materials for fundraising

**Get Inside a Donor’s Head Exercise**

Consider for a moment why you give to charity.

## Take a minute to:

### Write down the charities to which you donate regularly

### Describe the primary reasons that you do so

🖎 Notes:

|  |
| --- |
|  |

**Create an Elevator Speech**

Create a compelling 30-second description of your organization’s plans, delivered as part of a two-way conversation, that educates and hopefully, elicits interest from listeners.

Your Elevator Speech Must Answer the Following Questions:

1. What does the organization do? What is its mission?
2. Why is the organization necessary? Is it trying to address a particular problem or issue?
3. How is the organization addressing the problem? What makes it unique or different than another organization with a similar mission?
4. How long has the organization been in existence?
5. How many people does it serve?
6. Why is this organization important to you?
7. How can the listener support the organization?

Notes:

|  |
| --- |
|  |

**On whom might you use your Elevator Speech?**

**Delivering Your Elevator Speech Exercise**

* Find a partner and pretend you met in the elevator and have a 60-second conversation.
* Whoever was born earlier in the year will pretend to be any one of the individuals listed on the flipchart paper first.
* The other person will be themselves by trying out their own elevator speech
* Switch roles
* Share with each other person what worked and what might be ideas to try

**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.

**Sample Case Statement**

* “When you give a gift to XYZ Organization, you are giving a gift to the children of Anytown.”
* “Your gift will provide Anytown children in need with three balanced meals a day, school supplies, and clothing.”
* “Thank you for making the dreams of children in need come true.”

**Writing Your Case Statement Exercise**

1. Take 5 minutes to write down you 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

**Making the Ask: Role Play Instructions**

1. You have been divided into groups of four and assigned the following identities:

* #1 – Board Member
* #2 – Director of Development
* #3 – Potential Donor
* #4 – Observer

1. Read through all identities and assume you are making a request on behalf of your organization. Assume that #1 and #3 have a personal connection and this is not a “cold call.”

#1. Board Member

* Play yourself.

#2. Director of Development

* You have been on staff for three years.
* You have strong knowledge of the organization’s programs.
* The organization has determined that this prospect is ready to be asked for an annual gift.

#3. Prospect

* You are involved in your community and serve on another nonprofit board.
* You have never made a donation to the organization.
* You are married and have two teenage children.
* You and your spouse earn $145,000 a year.
* As a baby boomer, you need to feel as though every dollar you contribute

#4. Observers

* You are there to observe the solicitation and share their thoughts and reflections during the debrief that will follow the role play.

1. #1 and #2 should take 5 minutes to plan their solicitation using the tips below. At the same time, #3 and 4 can put themselves in the shoes of #1 and 2 and discuss amongst themselves how they would approach the solicitation while they wait for #1 and #2 to make their pitch.

**Plans for the Future**

**What are your boards willing to undertake to assist in the fundraising process?**

|  | Already Doing | | Begin/Increase Doing |
| --- | --- | --- | --- |
| Make a meaningful personal contribution |  | |  |
| Understand, endorse, and contribute to planning |  | |  |
| Help identify, evaluate, and cultivate prospects |  | |  |
| Provide a list of potential donors |  | |  |
| Make introductions to and personal contact with prospects |  | |  |
| Show prospects the facilities |  | |  |
| Share accomplishments and enthusiasm for the organization |  | |  |
| Write/review the case statement |  |  | |
| Write personal notes on annual appeals and make personal phone calls |  |  | |
| Accompany others in asking |  |  | |
| Solicit funds and make the ask for a contribution |  |  | |
| Write supporting and “thank you” letters |  |  | |
| Organize and attend special events |  |  | |
| 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 |  |  | |