

JOHN BROWN KEYNOTE TALK

TODAY'S ECONOMY

- **RATHER THAN WRINGING YOUR HANDS AND WONDERING WHAT'S AROUND THE CORNER, GET OUT AND TALK WITH PROSPECTS – RELATIONSHIP BUILDING.**
- **THE DONORS AND PROSPECTS YOU PAY ATTENTION TO TODAY WILL BE THERE FOR YOU WHEN THE ECONOMY IMPROVES.**
- **FIND MORE EFFECTIVE WAYS OF USING YOUR BOARD AND OTHERS IN YOUR IMMEDIATE CONSTITUENCY - FACULTY, DEANS, PHYSICIANS, E.G. OF YOUR TOP 10 PROSPECTS COULD THESE INSIDERS (FACULTY TYPES) AND OUTSIDERS (BOARD TYPE) BE ENGAGED WITH YOU.**
- **WHAT'S WORKING IN THE MARKETPLACE TODAY? NOT EVERYONE IS LOSING MONEY IN THIS ECONOMY. THERE IS STILL CASH AROUND FOR PHILANTHROPY. THERE ARE DIFFERENT DEGREES WITH EACH PROSPECT. HOW ARE YOU DEALING WITH IT? THINK STRATEGICALLY.**
- **WE ARE FINDING THAT WHILE SOME BUILDING PLANS ARE ON HOLD TODAY, CAMPAIGNS ARE NOT.**

CASE

- **ASK WHAT IS YOUR ORGANIZATION'S CASE TODAY. IS YOUR CASE COMPELLING?**
- **RE-EXAMINE YOUR CASE IN TODAY'S ECONOMY. TALK TO YOUR VOLUNTEERS - INDIVIDUALLY OR IN FOCUS GROUPS - ASK THEM WHAT YOUR CASE SHOULD BE.**
- **YOU SHOULD BE ABLE TO MAKE YOUR CASE IN THREE SENTENCES.**
- **IT'S NOT A MATTER OF CHANGING YOUR MISSION.**
- **EVERYONE SHOULD KNOW YOUR CASE... CEO, BOARD, FACULTY, CURATORS, PHYSICIANS.**
- **INITIALLY, FORGET HIRING OUTSIDE WRITERS - GET YOUR ANSWER VERBALLY - INVOLVE YOUR CONSTITUENCY MORE IN THE PROCESS.**
 - **YOUR PRESIDENT, BOARD MEMBERS, FACULTY SHOULD KNOW YOUR CASE.**
- **IF A DONOR HAD \$10 MILLION TO DONATE, CAN YOU COME UP WITH THREE GOOD REASONS AS TO WHY HE/SHE SHOULD MAKE A GIFT TO YOUR ORGANIZATION? BECAUSE YOU NEED IT, IS NOT GOOD ENOUGH.**

GIFT POLICIES

- REVIEW GIFT POLICIES AND RECOGNITION TO BE MORE FLEXIBLE WITH DONORS CIRCUMSTANCES DURING THESE INTERESTING TIMES.
- SHOULD BE IN WRITING.
- SHOULD INVOLVE VOLUNTEERS IN PREPARING WHAT'S THE FEELING OF ACTUAL DONORS.
- IF ONE ALREADY EXISTS, REVISIT IT FOR POSSIBLE UPDATING.

VOLUNTEERS

- YOU NEED TO FIND DIFFERENT - MORE EFFECTIVE - WAYS TO USE THEM. POWER DIFFERENCES IS IN THEIR PASSION AND COMMITMENT TO THE ORGANIZATION AND ITS MISSION.
- INVOLVE THEM MORE; GET THEIR OPINIONS AS OPPOSED TO TELLING THEM WHAT THEY SHOULD DO.
- LOOK AT THEM AS PROBLEM SOLVERS.
- MANY INSTITUTIONS HAVE ADVISORY COMMITTEES – AND AREN'T SURE HOW TO USE THEM, JUST AS THE VOLUNTEERS AREN'T SURE WHAT THEY SHOULD BE DOING. ASK THEM “HOW CAN WE BEST UTILIZE YOUR TIME AND TALENTS.” (SEE ATTACHED JOB DESCRIPTION).
- VOLUNTEERS – SHOULD UNDERSTAND YOUR CASE, YOUR PRIORITIES AND ACT AS LOYAL RELATIONSHIP BUILDERS FOR THE ORGANIZATION.

CONSIDER TASK FORCE COMMITTEES OF NO MORE THAN 4-6 VOLUNTEERS - PREFERABLY BOARD MEMBERS - WITH ONE SERVING AS CHAIR FOR THE FOLLOWING COMMITTEES:

- 1) CASE STATEMENT
 - 2) GIFT RECOGNITION (POLICIES, ETC.)
 - 3) TOP 25-50 PROSPECTS (DONORS & OTHERS)
 - 4) TOP 25 CORPORATIONS
 - 5) TOP 25 FOUNDATIONS
(SEE ATTACHED JOB DESCRIPTIONS)
- COMMITTEES WOULD MEET ONCE A MONTH FOR THREE MONTHS.
 - MEETINGS SHOULD LAST NO MORE THAN 90 MINUTES, THEN DISBAND.
 - THEIR REPORTS SHOULD BE INCORPORATED IN YOUR INSTITUTION'S STRATEGIC PLAN.

THE KEY HERE IS TO INVOLVE THEM IN THE PROCESS, IN TAKING OWNERSHIP EARLY AS OPPOSED TO SPOON FEEDING THEM.

PROMOTING GIVING

- **MOST INSTITUTIONS TODAY DON'T PROMOTE PERSONAL TESTIMONIALS ENOUGH. SUCH EXAMPLES OF WHAT OTHERS ARE GIVING IS ONE OF THE BEST METHODS OF ENCOURAGING SIMILAR ONES. INSTITUTIONS SHOULD USE FAR MORE. GET QUOTES ON "WHY DO YOU CHOOSE TO SUPPORT US?"**
- **ANOTHER QUESTION TO BE ASKING: "WHY AREN'T PROSPECTS MAKING GIFTS TO YOU TODAY?" ASK TO DETERMINE WHAT IS LACKING IN YOUR CASE . WHAT ARE PERCEPTIONS THAT NEED TO BE CLARIFIED.**
- **PREPARE A LIST OF THE 10 TOUGHEST QUESTIONS A POTENTIAL DONOR MIGHT ASK; INVOLVE YOUR VOLUNTEERS IN PREPARING THE ANSWERS.**

STEWARDSHIP

- **STOP EXPECTING REPORTS YOU SEND OUT TO DO THE JOB -THAT'S "HORIZONTAL"- ONE DIMENSIONAL.**
- **GET OUT AND TALK WITH DONORS TO REALLY LEARN WHAT'S GOING ON WITH THEM – "VERTICAL" - PERSON TO PERSON - ONE MORE DIMENSION.**
- **ASK WHAT THEY WANT – EXPECT - FROM YOU.**
- **ASK CEO AND DEVELOPMENT COMMITTEE TO MAKE X NUMBER OF THANK YOU CALLS FOR RECENT GIFTS MADE EACH MONTH!**

ANNUAL GIVING

- **THE CASH YOU NEED TODAY COMES FROM YOUR ANNUAL SUPPORT, INCREASE YOUR EFFORTS.**
- **MAKE SURE YOU HAVE THE ANSWER TO HOW MUCH YOU RAISE ANNUALLY FROM INDIVIDUALS.**
- **AND HOW MANY PEOPLE MAKE THESE GIFTS.**
- **LOOK FOR WAYS TO INCREASE YOUR ANNUAL SUPPORT. IT IS WORTH 20 TO 50 TIMES WHERE IT WAS LAST YEAR. 20 TIMES CASH FLOW IN ENDOWMENT.**

- **CONSIDER CREATING AN ENDOWED ANNUAL CASH GIFT PROGRAM – INDIVIDUALS KEEP GIVING THEIR ANNUAL GIFT DURING LIFE. FOR EXAMPLE, \$1,000/YEAR BUT ALSO GIVE YOU DOCUMENTATION OF A BEQUEST OF 20X OR \$20,000 IN THEIR WILL OR LIVING TRUST. ALL THIS TO PERPETUATE THEIR \$1,000 PER YEAR FOREVER. START WITH 4-6 PEOPLE WHO HAVE MADE GIFTS OF 5 YRS OR MORE. ANNUAL GIVING AND PLANNED GIVING OFFICERS NEED TO WORK CLOSELY ON THIS EAG PROGRAM LAUNCH.**

WHY DONORS GIVE – FOUR REASONS

- 1.) **THEY WANT TO KNOW THEIR GIFTS MAKE A DIFFERENCE – REGARDLESS OF SIZE - ANNUAL AS WELL AS CAPITAL GIFTS. GET YOUR BOARD MEMBERS INVOLVED IN CALLING ON DONORS TO EMPHASIZE THE IMPORTANCE.**
- 2.) **THEY WANT TO SEE LEVERAGE - HOW THEIR GIFTS SERVED AS INCENTIVE FOR OTHERS – HOW YOU ARE USING THEIR GIFTS – MORE THAN JUST MATCHING GIFTS.**
- 3.) **THEY WANT RECOGNITION - NOT JUST NAMING GIFTS, BUT HOW THEIR GIFT WAS A HISTORICAL EVENT IN THE HISTORY OF THE ORGANIZATION.**
- 4.) **THEY ARE INTERESTED IN THE ECONOMICS -TAX SAVINGS – HOW TO GO ABOUT GETTING THE MAXIMUM IMPACT –AND THE IMPACT ON THEIR FAMILIES, CURRENTLY AND OVER TIME.**

DONORS MAKE GIFTS IN FOUR PRINCIPAL WAYS – METHODS, NOT VEHICLES FROM OUTRIGHT GIFTS TO BEQUESTS.

FORGET LABELS, E.G. CHARITABLE REMAINDER TRUST – JUST SCARES AWAY PROSPECTS. KEEP IT SIMPLE - WHAT THE GIFT CAN DO FOR THEM - NOT WHAT IT IS CALLED.

1. **OUTRIGHT**
2. **ASSETS TO FAMILY**
3. **ASSETS TO CHARITY – LOOK AT GIFTS PAYABLE 5 YRS WITH BALLOON IN 5TH YR AS CASH FLOW NOW AT 5%.**
- 4) **BEQUESTS**
 - **DON'T JUST ESTABLISH A BEQUEST SOCIETY.**
 - **FIND WAYS TO KEEP MEMBERS INVOLVED – HOW CAN THEY EXPAND THEIR PASSION AND COMMITMENT TO OTHERS.**

- TALK WITH THEM PERIODICALLY – INDIVIDUALLY OR IN FOCUS GROUPS – ASK THEIR OPINIONS.
- INVITE THEM TO SPECIAL OCCASIONS – NOT EXPENSIVE EVENTS.
- OFFER NAMING OPPORTUNITIES.
- ENDOWED ANNUAL GIFT PROGRAM:
 - GET SOME TO CONSIDER ENDOWING AN ANNUAL AMOUNT TO YOUR INSTITUTION BY BEQUEST – OVER AND ABOVE THEIR CURRENT ANNUAL GIFTS – NOT A REPLACEMENT FOR IT. CRUCIAL IN TODAY’S ECONOMY.
 - EXAMPLE: NOW GIVING \$1,000 CASH ANNUALLY ASK TO KEEP UP PLUS BEQUEST OF \$20,000 TO YIELD 5% AFTER DEATH TO RECEIVE THE \$1,000 ANNUAL GIFT FOREVER.
 - THE DONOR CAN SEE IT GOING TO WORK INSTEAD OF WAITING UNTIL AFTER HIS/HER DEATH – AN OPPORTUNITY TO BUILD A LONGER, LASTING RELATIONSHIP WITH YOUR INSTITUTION.

A PROSPECT MAY TELL YOU, “I CAN’T GIVE YOU \$100,000, BUT I COULD GIVE YOU \$1,000 A YEAR.” OPPORTUNITY FOR BEQUEST AS INDICATED ABOVE.

ASK THE PROSPECT IF HE/SHE SEES A BETTER OPPORTUNITY OVER THE NEXT 5 YEARS. COULD CONSIDER BALLOON PAYMENT VS. EQUAL INSTALLMENTS. ANOTHER OPTION: \$50,000 UP FRONT.

CORPORATIONS

- DON’T LOOK JUST AT THE FORTUNE 500; A LOT OF ENTREPRENEURS TODAY COULD CONSIDER GIFTS OF CLOSELY-HELD STOCK.
- THERE ARE ALWAYS COMPANIES GOING PUBLIC OR BEING SOLD TO OTHER COMPANIES.

YOUR CEO/PRESIDENT

- TRACK HOW MANY PERSONAL CALLS ON PROSPECTS YOUR CEO/PRESIDENT MAKES ANNUALLY IN A CAMPAIGN. AT SOME EDUCATIONAL INSTITUTIONS THIS NUMBERS 100 – 125 FOR CEO’S; 60 PLUS FOR DEANS AND/OR DEPT HEADS (DEPENDING ON SIZE).
- STATISTICS PROVE THAT STRONG LEADERS GENERALLY ATTRACT UNRESTRICTED GIFTS; WEAK LEADERS, MORE RESTRICTED ONES.

EVENTS

- **INSTITUTIONS TODAY ARE HOLDING LESS AND LESS OF THESE COSTLY, TIME-CONSUMING METHODS OF INVOLVEMENT.**
- **A MUCH MORE EFFECTIVE METHOD INVOLVES INVITING 4-6 PEOPLE TO SOMEONE'S HOME, FOR EXAMPLE. SUCH MEETINGS, BECAUSE OF SMALL SIZE, CAN INCLUDE REAL CONTENT AND SUBSTANCE.**
- **ONE MAJOR EVENT PER INSTITUTION PER YEAR MAKES MORE SENSE. USE THE TIME EVENTS NECESSITATE FOR STRATEGY PLANS AND PERSONAL VISITS.**

A FINAL NOTE: TAKE NO FUTURE GIFTS WITHOUT ASKING THE DONOR WHY HE/SHE DECIDED TO SUPPORT YOU. THE ANSWER– A BONAFIDE TESTIMONIAL– SHOULD BE A GREAT MARKETING TOOL IN PLAYING BACK TO THE REST OF YOUR CONSTITUENCY.

ADVISORY COUNCIL

- a. Objectives
 - 1) Members serve as ambassadors to the community.
 - 2) Members respectively make an annual gift to the Advisory Council between the range of \$___ and \$___.
 - 3) Host small gatherings.
 - 4) Members bring feedback from community to the charity.
 - 5) Create pool of expertise, connections, financial help and closely affiliated supporters with the charity in perpetuity.

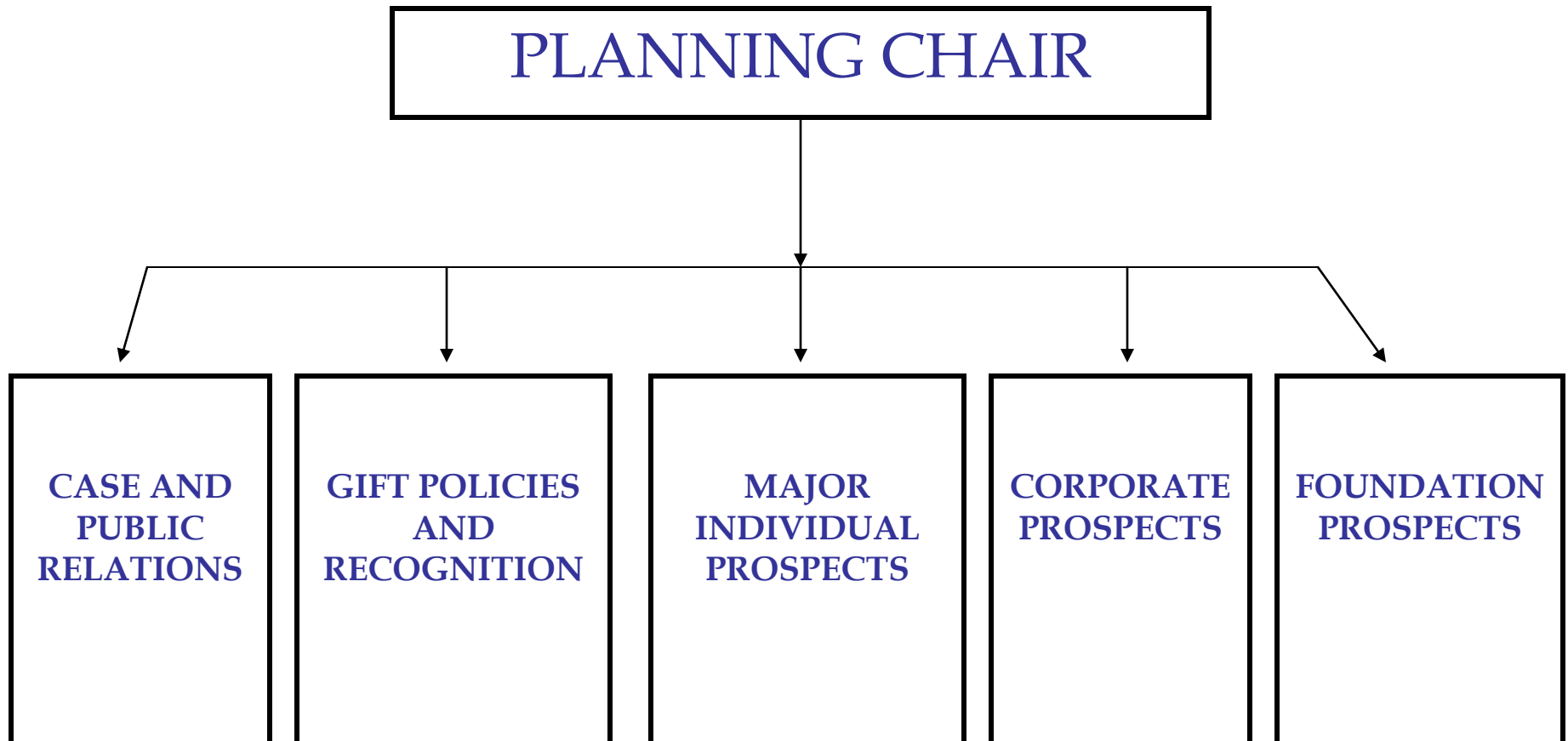
- b. Membership
 - 1) Target people already close to the charity: donors, volunteers, past board members, future board members, people whose opinions you want.
 - 2) Don't enlist people for name and money only; these people have great ideas and affiliations.

- c. Nomination – Process should mirror board nominations.
 - 1) Suggestions forwarded to nominating committee.
 - 2) Nominating criteria forms will include:
 - a) Relationship to the charity
 - b) Gift History
 - c) Special Skills and Knowledge
 - d) Community Standing
 - e) Board Experience
 - f) Regional Representation

- d. Council Role
 - 1) Meet X times per year at informal meetings.
 - 2) Discuss programs, financials, and visions.
 - 3) Ask for experience and input.
 - 4) Gather feedback from their region, profession, or affiliation.
 - 5) Discuss, Define, and Promote Giving Opportunities.

XYZ INSTITUTION

PRE-CAMPAIGN PLANNING TASK FORCES



Task Force Functions

CASE & PUBLIC RELATIONS TASK FORCE

- Identify key “selling points” and articulate clearly the need for funds.
- Develop the case for giving.
- Test the case.
- Recommend public relations strategy to communicate the case broadly.

GIFT POLICIES & RECOGNITION TASK FORCE

- Develop working guidelines for recognition.
- Develop tiered gift levels and appropriate Recognition Societies or Circles, and “naming” opportunities.
- Formulate a strategy for ongoing acknowledgement and appreciation of top-tier donors.
- Relate planned gift policies to Campaign recognition

PROSPECT TASK FORCE

- Develop criteria for rating and ranking prospects.
- Rate gift potential for top 150-200 major donor prospects.
- Match donor interest to Campaign needs & gift opportunities.
- Develop call strategy and assignments.
- Identify additional major donor prospects for cultivation.
- Assist in the recruitment of major gift solicitors.