BOARD FUNDRAISING

or

How I learned to love making friends for the cause I love

Fidelity Investments Board Development Program
Initiative for Nonprofit Excellence, Rhode Island Foundation

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Topics For Discussion

- Nonprofit funding landscape
- Who is responsible for revenue production?
- Role of Board in fund development
- Fund development opportunities for board members and other leadership volunteers
- Commitment
- _____
- _____
- _____

RI Public Charities

- 3,692 public charities registered with IRS as of Jan 2010; 2,355 filed a 990
- 70% of reporting organizations had revenues below $100,000; 88% below $1 million
- The source of RI nonprofit revenues: (2008)
    - 67.7% program services and contracts
    - 21.5% contributions, gifts, grants
    - 8% dues, sales, other income
    - 2.6% investment income
    - 0.2% Net Special Events

MA Public Charities

- 24,210 public charities registered with IRS; 15, 397 filed a 990
- 72% of reporting organizations had revenues below $100,000; 89% below $1 million
- Revenue Sources:
    - 55.3% program services and contracts
    - 30.9% contributions, gifts, grants
    - 10.5% dues, sales, other income
    - 3.1% investment income
    - 0.2% Net Special Events

Board Role in Fundraising

- Ensure that your organization has a compelling vision of societal betterment
- Ensure that your organization makes a significant impact on the world
- Ensure that your organization is trustworthy, healthy and resilient
- Set strategic goals and objectives that link money to outcomes
- Ensure a reasonably achievable revenue strategy with clear designation of who is responsible for what results

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Five Steps to Successful Fundraising

1. Identify
2. Qualify
3. Make a match
4. Solicit
5. Thank and steward

A Few Common Board Fundraising Mistakes

- Not linking the revenues you want to raise to a powerful vision of the community change you are trying to create
- Believing that spending hours in board meetings talking about the need for more money will actually raise you the money
- Launching events without calculating what it will take to raise the amount of money you need and assessing that against other investments
- Not listening to the advice of the professionals as a way to avoid your personal discomfort
- Thinking all you need to do to raise a lot of money is to know or recruit rich people to the board

Fund Development Options for Board Members and Other Leadership Volunteers

A. Raising money from individuals, businesses and family foundations

- Make your own leadership gift first
- Identify individuals who have the potential to be supporters
- Connect those individuals to your organization
- Inspire "friends" eager to see your vision realized
- Ask for what you need
- Thank donors, keep them informed of how well you are using their gifts, let them know what else you need

B. Raising money from private staffed foundations or government agencies

- Educate yourself thoroughly on the what, why and how of the work your organization is doing
- Identify foundations you may know of or have contact with
- Make connections to introduce those foundations to your organization
- Participate in site visits

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Fund Development Options for Board Members and Other Leadership Volunteers (cont)

C. Raising money through special events

- Develop a plan that enhances other revenue development
- Recruit strategic in-kind donations to keep costs way down and maximize your return on investment
- Tier the tickets
- Personally sell sponsorships or patron level gifts
- Recruit celebrities you have personal relationships with
- Train volunteers to do most of the legwork

What Volunteers Need from Staff (or each other) to give or get

- A compelling case for support that links money to outcomes
- The right assignment for them
- A plan with practical and doable actions
- Personalized training, coaching, and encouragement
- Logistical support
- Gratitude
- Celebration

Action Items When You Get Back

- Make your own leadership gift first
- Ensure that your organization can pass the Mom test
- Decide what you personally will commit to and do it
- _____
- _____

A Few Resources

- *Asking* by Jerold Panas
- *Friendraising. Community engagement strategies for boards who hate fundraising but love making friends* by Hildy Gottlieb
- *Keep your Donors*, by Simone P. Joyaux and Tom Ahern
- *How are we doing? A 1hr guide to evaluating the performance of your nonprofit board* by Gayle L. Gifford
- *Big Gifts for Small Groups,* by Andy Robinson
- Network for Good Learning Center www.fundraising123.org
- For Impact Newsletter, www.forimpact.org

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#1: Fundraising Warm Up

Brainstorm 10 things that you could ask someone for other than money.

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10.

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#2: Butcher, Baker, Candlestick Maker. Whom do I know?

Think of different categories of people who might be of interest to your organization. Then list one or two people whom you know personally in each category. (adapted from *Friendraising*, by Hildy Gottlieb)

Category	People I know
Works at large corporation	
Elected public official	
Knows everyone in town	

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#3: Match Making

Brainstorm 10 different ways that you personally could introduce people to your organization.

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#4: Expressing Gratitude

Brainstorm 10 ways that you personally could thank donors or express your gratitude for their support.

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#5: Asking – Personal Reflection

Who knows others is clever,
Who knows him/ her self has insight.

Who conquers others has force,
Who conquers him/ herself is truly strong.

Tao Te Ching by Lao Tzu, 33
Adapted translation from John Wu

1. **What am I willing to risk for my organization?**

2. **What preparation or support do I need in order to take that risk?**

3. **What am I unwilling to do or unable to give up?**

4. **What effect will my choices have on my organization's ability to achieve its vision?**

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ABOUT THE PRESENTER

Gayle L. Gifford, ACFRE, is President of the consulting firm, Cause & Effect Inc. A nationally respected consultant, writer and trainer, Gayle has over 25 years of experience in building nonprofit capacity in governance, strategic and business planning, fund raising, facilitation, program development, and communications. Gayle's work to strengthen nonprofits is fueled by her passion for a greener, more just and peaceful world.

Gayle is a blogger, Tweeter and regular columnist on all things nonprofit for *Contributions Magazine* and an adjunct instructor in nonprofit management and organization development in master's programs at Brown University and Simmons College. She is on the board of Blackstone Academy Charter School, the Advisory Council of Latino Dollars for Scholars and is a former board chair of the Rhode Island Council for the Humanities.

Gayle is one of the fewer than 100 fund development professionals worldwide (and only two in RI) who have achieved the ACFRE, advanced fundraising credential awarded by the Association of Fundraising Professionals.

Her nonprofit clients have included the House of the Seven Gables, Essex National Heritage Commission, PLAN International, Progreso Latino, WaterFire Providence, the Rhode Island Foundation and Women's Voices for the Earth.

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