Sistema Universitario Ana G. Méndez

The Keys to Fundraising Success

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The Phoenix Philanthropy Group
Agenda

• A Culture of Philanthropy
• Fundraising Fundamentals - What are they? How do they work? Where do you fit in?
• Effective Strategies for Prospect and Donor Relationship Building, Engagement, Cultivation
• What it Takes to be a Successful Fundraiser
• Overview and Goals of the E=MC2 Campaign
• Your Case Studies and Questions
The Importance and Characteristics of a Culture of Philanthropy
Philanthropy in the United States
$358.38 Billion by Sources of Contributions

87% of all giving is from individuals (includes bequests and family foundations)

Source: Giving USA Foundation/Giving USA 2015
Philanthropy in the United States

$358.38 Billion by Type of Recipient Organization

- Religion $114.90 (32%)
- Education $54.62 (15%)
- Human services $42.10 (12%)
- Gifts to foundations $41.62 (12%)
- Health $30.37 (8%)
- Public-society benefit $26.29 (7%)
- Arts, culture, and humanities $17.23 (5%)
- International affairs $15.10 (4%)
- Gifts to individuals $6.42 (2%)
- Environment/animals $10.50 (3%)
- Other categories $33.00 (95.73%)

Total: $358.38 Billion
Why People Give

• To meet critical, basic **needs**
• To **give back** to society
• To make the community a **better place**
• Change someone’s life
• Emotionally **moved** by someone’s story
• To bring about a desired **impact** or **result**
• *Someone I know asked me, and I wanted to help!*
Key Characteristics of a Culture of Philanthropy

1. Clear and compelling mission, vision, and strategic plan
2. Strong organizational leadership
3. Quality programs and services
4. Fundraising goals aligned with mission and strategic plan
5. Quality and reputation of the staff
Key Characteristics of a Culture of Philanthropy

6. Demonstrated need for philanthropic support
7. Engaged volunteers and donors
8. Donors with capacity and interest in making major gifts
9. Commitment to accountability and stewardship
10. Opportunities for continued engagement
How Do We Establish Our Culture?

• Engagement and fundraising becomes everyone’s job
• The impact and potential of engagement and philanthropy is understood, valued, and modeled by the entire organization
How Do We Establish Our Culture?

• Constituents first – the public, our alumni, volunteers, donors
• Personalized communications, engagement, and investment opportunities and strategies
• Outstanding client/constituent service
How Do We Establish Our Culture?

• Value volunteers, donors for more than just their money
• Distinguish ourselves as a unique solution and a trusted partner
• Ensure accountability, inspire donor confidence about the return on their investments
How Do We Establish Our Culture?

• **Build** stakeholder, volunteer, and investor confidence that **they are making a difference**, providing solutions, achieving impact.
Evolving Our Culture of Philanthropy –

*To One Truly Based on Relationships, Investment, Impact*
Relationship-based Fundraising

• Donor centric
• Mission-based
• Communications and engagement intensive
• Solutions-oriented
• Impact-based

Building mutually-beneficial relationships for the long-term!
Relationship-based Fundraising

Speak in terms of...

• **Engagement** versus participation
• **Philanthropy/investment** versus gifts, charity
• **Opportunity** versus need
• **Vision** versus operations/tactics
• **Lives touched!**
• **Measureable, scalable, sustainable, transformational impact!**
Evolve your donors into investors who are active participants in the dialogue, active partners in the solution!
The Relationship Management Cycle

- Identification
- Evaluation/Qualification
- Engagement/Cultivation
- Solicitation
- Stewardship
- Volunteer, Donor
- Renewal
The Relationship Management Cycle

- Identification
- Evaluation/Qualification
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- Renewal

Stakeholder, Partner, Investor
Fundraising Fundamentals—What Are They? How Do They Work? Where Do You Fit In?
Fundraising is Interdependent –

*It is Not Done in a Vacuum!*
Foundation of Fundraising

• Leadership
  – Embrace the mission, vision, values
  – Ensure institutional responsibility
  – Be active advocates for the University
  – Understand and participate in development
  – Lead by example
Foundation of Fundraising

• **Mission, Vision, Values**
  - What the University stands for
  - What it seeks to accomplish

• **Brand, Marketing, Communications**
  - Establish how the University is perceived in the marketplace

• **Unique Position**
  - Distinct position or niche in marketplace
  - “Competitive” advantage
Foundation of Fundraising

• Funding Priorities and Goals
  – Inventory, prioritize
  – Focus energy and work
  – Be realistic but assertive
  – Seek agreement throughout University
  – Remain open to opportunities
Foundation of Fundraising

• Case for Support
  – Clear and compelling
  – Relevant and urgent
  – Appeal to different motivations
  – Talk about:
    ▪ Investments
    ▪ Capacity-building, replication, scale
    ▪ Growing and building for the future
    ▪ NOT save a sinking ship or needs
Foundation of Fundraising

• Alumni and Constituent Relations
  – Systematic and disciplined outreach to and engagement of key stakeholders

• Prospect and Donor Base
  – Gather leads from research, screening, staff, volunteers
  – Build lists of key contacts and high potentials
  – Determine who to cultivate and ask
Foundation of Fundraising

• Infrastructure
  – Prospect and donor research
  – Moves management
  – Gift and pledge processing
  – Donor acknowledgment
  – Donor recognition and stewardship
  – Internal financial accountability and transparency
  – Performance measurement and evaluation
Components of a Comprehensive Fundraising Program
The Relationship and Moves Management Cycle

Identification

Renewal

Evaluation/Qualification

Stewardship

Engagement/Cultivation

Solicitation

Stakeholder, Partner, Investor
Comprehensive Fundraising Program

- **Planned Gifts**
  - Enhance donors’ engagement

- **Major Gifts and Grants**
  - Increase ROI

- **Leadership Annual Giving**
  - Expand the donor base

- **Annual Fund and Special Events**
The Culture and Commitment

- Integrated Advancement Operations
- Fundraising: A Strategic Imperative
- Disciplined Relationship Management
- Leadership of Key Stakeholders
- Commitment of the Entire University
Donor–centric Approach

Compelling case
- Investment opportunities
- Sustainable outcomes and impact

Alignment of mission, vision, and values

Long-term, mutually beneficial relationships

Service and accountability
Roles and Responsibilities of Leading Fundraising Partners
Role of the Board of Directors

- Advisors, resources, advocates
- Financial stewards
- Open contact lists and doors
- Lead by example (give, get, ask)
- 100% participation
Role of the President

Understand, embrace, promote a culture of engagement and philanthropy at all levels

Invest resources in staff and activities that advance fundraising and alumni relations

Maintain a portfolio of high-potential donors and prospects

Partner with Advancement to develop/execute strategies to engage prospects and donors

Lead by example (give, get, ask)
Role of the Chancellors, Deans, Academic Directors, Faculty, and Staff

- Create a compelling vision
- Determine meaningful, compelling priorities
- Create/embrace a culture of engagement and philanthropy
- Talk about SUAGM (anywhere, everywhere, all the time)
Role of the Chancellors, Deans, Academic Directors, Faculty, and Staff

- Know/embrace fundraising fundamentals
- Dedicate time to alumni and fundraising activities
- Partner with the Advancement team
- Heighten your awareness of fundraising opportunities
Role of the Chancellors, Deans, Academic Directors, Faculty, and Staff

- Be consistent in communications and engagement
- Talk in terms of investment/impact vs. needs/charity
- Engage, inspire, listen to donors and prospects
- Lead by example (give, get, ask)
Advancement Team

- Priority setting and vetting
- Goal setting
- Prospect development (identification, qualification, clearance, assignments)
- Prospect and donor relationship management
Advancement Team

- Information management
- Donor accountability
- Coaching and training
- Lead by example (give, get, ask)
Recipe for a Perfect Match for donor cultivation

**Historian**
- Donor’s trust
- Excellent relationship with donor

**Chancellor**
- Strong listening skills
- Passion
- Leadership
- Trust In internal partnership
- Engaged

**Development Professional**
- Persitency
- Execution
In Your Roles as Advocates and Fundraisers

Be ready.
Be prepared.
Be confident.
Be aware.
Be authentic.
Be excited.
Identification

• **Suspects**: Unproven potential/possible linkages
  – Expressed passing interest
  – Friend or colleague of a key influencer
  – Involved/support education
  – Has resources
Identification

• **Prospects**: Reasonable potential to contribute
  – Alumni
  – Corporate recruiter
  – Attended an event, expressed interest in involvement
  – Actively involved in the University
  – Close relationship to a key influencer
  – Has resources and is philanthropic
Qualification

Formal/Informal Research
- Up-to-date contact information
- Giving and engagement history
- Confidential biographical information
- Information for conversation starters (or to avoid)

Formal/Informal Screening, Tracking
- Personal peer screening
- Confidential anecdotal information
- Contacts: six degrees of separation
- Information to prepare initial strategies

Determine capacity, propensity, readiness
- Defines the target gift and project
- Defines the strategy
Effective Strategies for
Prospect and Donor
Relationship-building,
Engagement, and Cultivation
What is Donor and Prospect Cultivation?

• “Friend”-raising and fundraising
• Opening doors, establishing a bond, initiating a relationship
• Planned moves to increase awareness, engagement, motivation
• Strategic moves toward an ask and close
What it Takes to Succeed in Cultivation

- Compelling vision
- Qualified prospect
- Meaningful engagement activities/connection to vision
- Appropriate and prepared solicitation team
- Effective “ask”
- Confidence to overcome blocks/objections
- Ongoing communication/involvement
Cultivation Strategies

- Determine desired outcomes
- Assign relationship managers
- Identify strategic moves and actions
- Establish timelines
- Create opportunities for engagement
- Highlight reasons for giving
- Articulate impact and return on investment
Capacity – Propensity – Readiness

The Three Indicators

of Donor Potential
Capacity — Propensity — Readiness

Capacity

• How much is the donor worth?

• What is their income, what investments do they have, and what assets do they hold?

• What are their financial obligations – family, business, other nonprofit organizations?

• How much can he or she give?
Propensity

• How involved are they in education, civic affairs? Are they involved with organizations with a similar mission to yours?

• Are they philanthropic? Do they give to nonprofits? How generous are they as donors?

• Are their interests in line with SUAGM’s mission and programs?
Capacity – Propensity – Readiness

Readiness
• Does this person have a significant connection to SUAGM?
• Have they been meaningfully engaged to the point where a significant ask is appropriate?
• If not, and they need more interaction with you and your organization, do you have a plan to engage them and get them invested in your mission?
Key Questions to Develop Your Cultivation Strategy

• What are your priority projects for which private funding is needed?
• What is your case for support?
• Who are your best prospective donors/investors?
• What’s your current relationship with them?
• Why are they the right potential donors for this project?
• What do you know about their capacity, propensity?
• How best do you engage them?
• Who are their key influencers?
• How do we start the dialogue?
### High level cultivation team and process for Presidential Prospects

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People Make Their Philanthropic Decisions with their Heads and their Hearts
Donors Make Decisions with Their Heads and Their Hearts

- Listen, understand, build trust
- Align donor’s and institution’s mission, vision, values
- Develop long-term, mutually beneficial relationships
- Frame the discussion on opportunity, investment, achieving outcomes/impact
- Ensure highest levels of service and accountability
Donors Make Decisions with Their Heads and Their Hearts

• Be authentic
• Be donor-centric
• Be community-centric
The Numbers.
The Stories.
The Impact.
What it Takes to be a Successful Fundraiser
In Your Roles as Advocates and Fundraisers

Be ready.
Be prepared.
Be confident.
Be aware.
Be authentic.
Be excited.
Express your commitment and passion.
Build relationships.
Share the vision.
Articulate the impact.
Speak from your head and your heart!
When done correctly, donors will anticipate and appreciate the opportunity to invest and make a difference!
The $E=MC^2$ Campaign
Status and Update
Capital Campaign
2009 - 2015
Total Goal: $23.4 million
Superamos en un 16% la meta del 95%, establecida en el informe de 2013-2014.
Jesús T. Piñero Library
Goal: $3 M
Funds raised: $3 M
Centro ERES
Space for Introspection, Spirituality and Solidarity
Goal: $1 M
Funds raised: $490,000
Dr. Pedro Roselló Library Museum – (Construction)

Goal: $4.9 M
Funds raised: $6.2M
Dr. Pedro Roselló Library
Museum – (Digitalization)
Goal: $2 M
Funds raised: $1 M
Special Scholarship Fund
Goal: $1 M
Funds raised: $1 M
Dr. Josefina Camacho de la Nuez
Museum & Center for Humanistic Studies
Goal: $2 M
Funds raised: $751,201
Puerto Rico Photonics Institute
Goal: $3.5 M
Funds raised: $5.5 M
Arecibo Observatory’s Angel Ramos Foundation Visitors Center
Goal: $2 M
Funds raised: $1.4 M
Annual Fund

Goal: $250,000
Funds raised: $958,000
**UNE - Permanent Scholarship Fund**
Goal: $1 M  
Funds raised: $1 M

**UMET - Permanent Scholarship Fund**
Goal: $1 M  
Funds raised: $694,000

**UT - Permanent Scholarship Fund**
Goal: $1 M  
Funds raised: $1.6 M
Annual Fund
Goal: $250,000
Funds raised: $380,000

Annual Fund
Goal: $250,000
Funds raised: $252,000

Annual Fund
Goal: $250,000
Funds raised: $211,000
Calidad y Efectividad Institucional

Exalumnos de la Junta de Directores del SUAGM
Alumni Engagement

Charlas Motivacionales
Por Exalumnos

Firma acuerdo – Total Petroleum y UMET
Para internados (agosto 2014)

Semana de Orientación Académica (Agosto 2014)
Alumni Engagement

Visita a Pfizer, Diciembre 2014

Bienvenida estudiantil
Alumni Engagement

Bienvenida a padres de estudiantes de nuevo ingreso

Shop for a Cause de Macys con Equipo Carro Formula

Presentación de Libro y Lectura de cuentos por Exalumna en MCEH
Thank You!