Frontline Fundraising

ANNUAL GIVING NETWORK

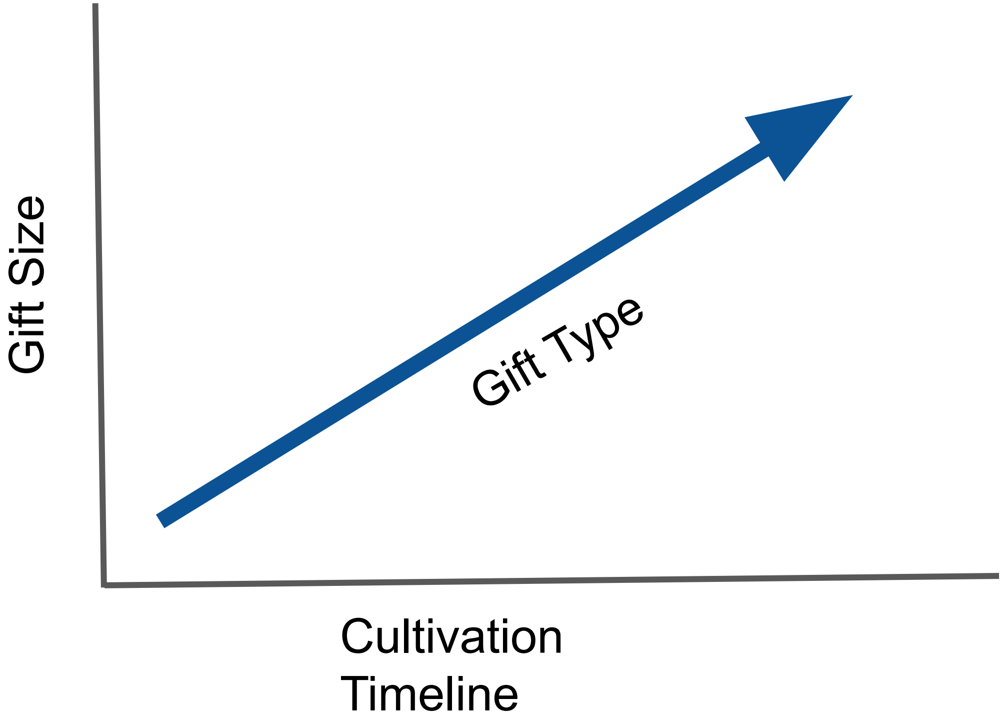
Agenda

- Understanding your role
- Preparing for meetings
- Meeting with prospects
- Following up after meetings

UNDERSTANDING YOUR ROLE

Types of gift officers

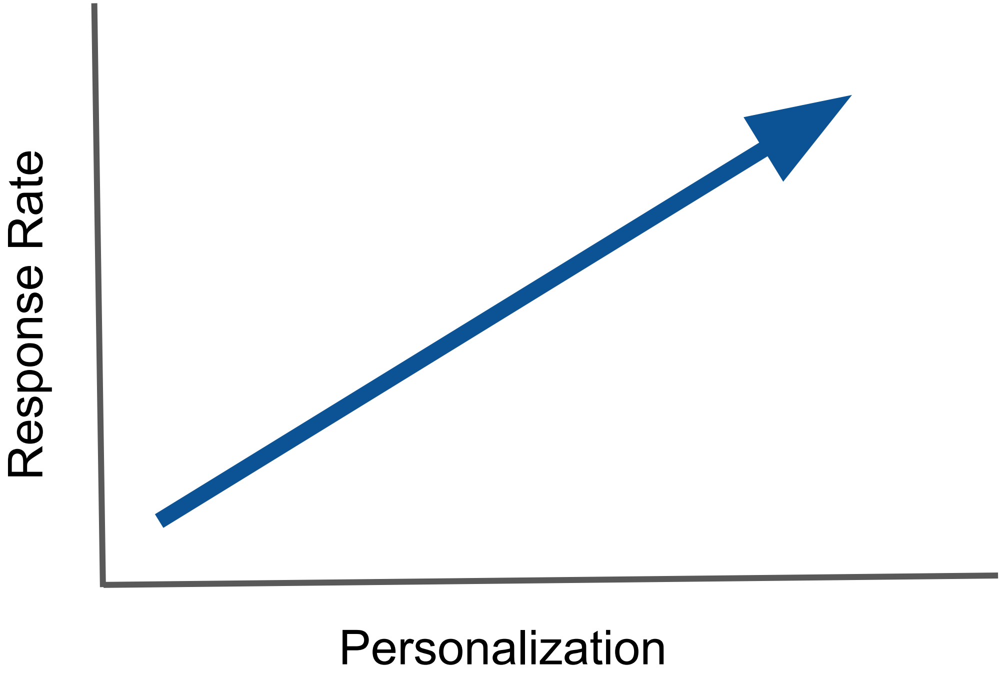
- Principal
- Planned
- Major
- Special
- **Annual**



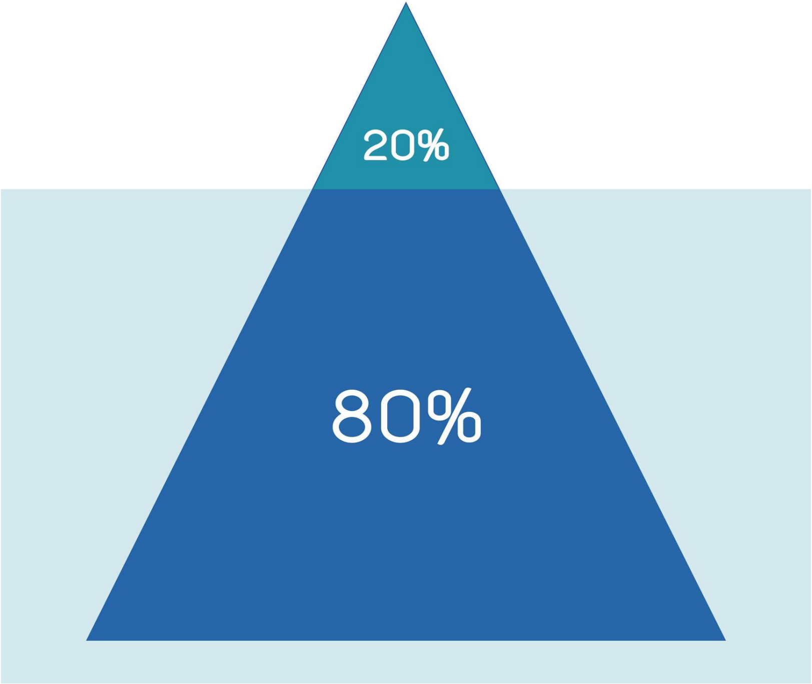
Characteristics of successful gift officers

- Not necessarily extroverts
- Proactive
- Strategic
- Analytical
- Strong writers
- Observant
- Good listeners
- Connectors
- Fiscally-minded
- Personable

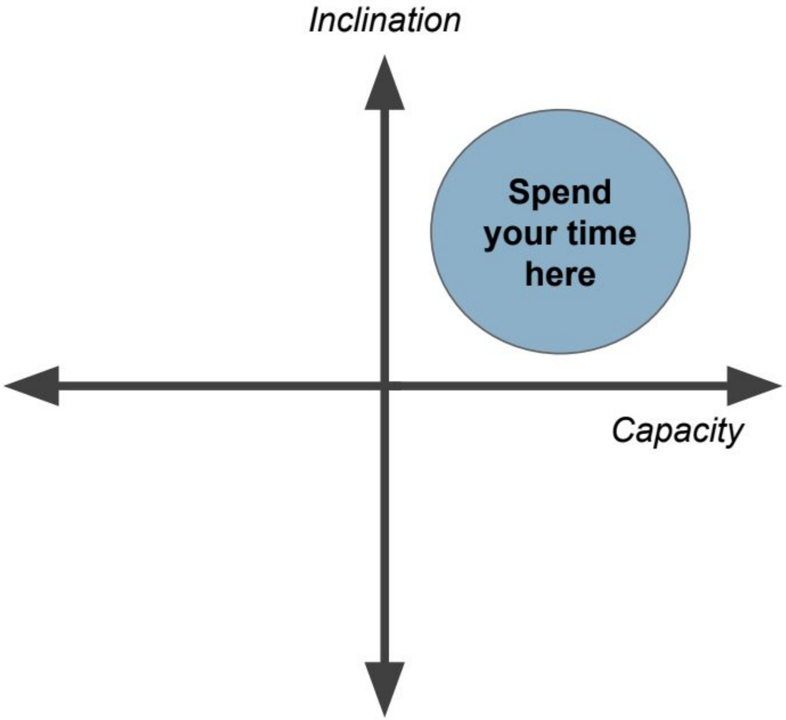
Spectrum of personalization



The Pareto principle



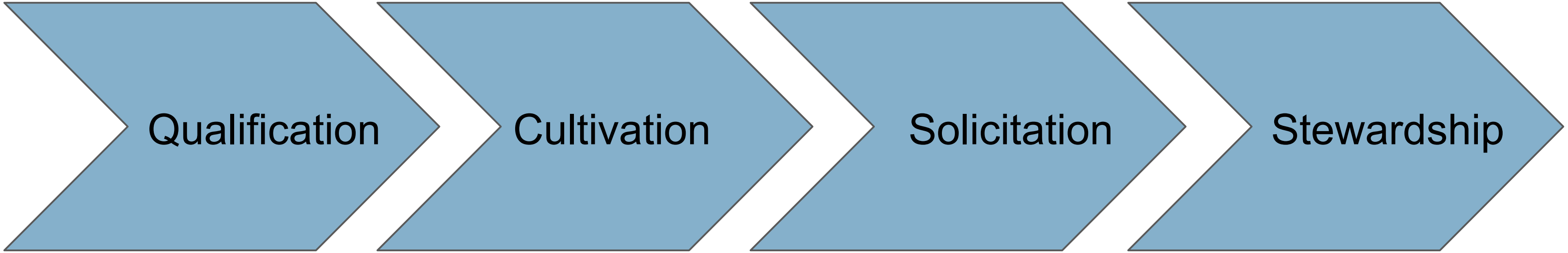
Capacity and inclination



Your portfolio

- Type/capacity
- Region
- School/unit
- Constituency
- Age/class
- Affinity
- Combinations of the above

Prospect management



Portfolio development

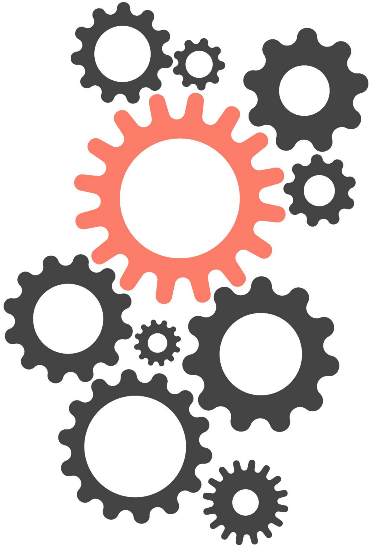
- Assignment: Primary vs. secondary manager
- Size: Depends on the purpose/focus
- Makeup: % of prospects at each stage
- Alignment: Should reflect the gift officer’s purpose/focus
- Rating: System for capacity (e.g., A-E) and inclination (e.g., 1-5)
- Process: Consistent meetings to discuss strategy and transitions
- Fluidity: Standards to avoid one getting “stuck” in a stage too long
- Metrics: Methods for evaluating performance

Performance metrics

- Qualifications (and disqualifications!)
- Interactions
- Meetings
- Solicitations ($, #)
- Gifts closed ($, #)
- Win rate %
- Portfolio participation rate %
- Upgrades %

Develop a productivity system

- ***Example***: Try to get 4 points every day in any combination based of the following:
  - Qualifying a prospect (1 pt)
  - Interacting with a prospect (2 pts)
  - Meeting with a prospect (3 pts)
  - Securing a gift/pledge (4 pts)



Source: Based on Jeffrey Fox's model for productive salespeople

Common gift officer pitfalls

- Lack of clarity of who’s managing whom
- Portfolios that are too large
- Thinking of prospects as all in one stage
- Goals/portfolios that don’t align with purpose
- Lack of process for moving prospects/refreshing portfolio
- Viewing disqualification as a bad thing
- Trying one-size-fits-all approaches
- Overusing technology to seem personal
- Not spending enough time meeting with prospects

PREPARING FOR MEETINGS

Know when in-person meetings are important

- Donor request
- Initial/first meeting
- Technology limitations
- Donor with high expectations
- Complex or sensitive conversations (e.g., large gift, angry donor)
- Gift solicitation/signature
- Local prospect/part of a trip

Understand when virtual meetings are appropriate

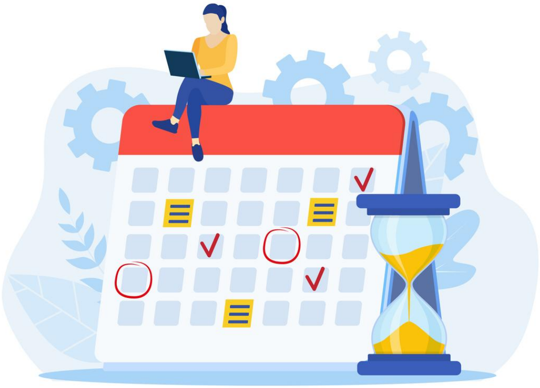
- Prospect lives far away
- Area has a small prospect/donor population
- No travel budget
- Opportunities to include others
- Presentations/screen-sharing would be helpful
- Follow-ups/continuations to prior in-person meetings

Secure that first appointment

- Prepare for some rejection
- Prioritize travel and in-person, and then fill in with virtual
- Suggest a period you’ll be “in the area”—but remain flexible
- Let them know you’d like their thoughts and feedback
- Reference someone you both may know
- Consider how others (e.g., faculty, volunteers, coaches) might help
- Use scheduling tools to show your availability

Develop a cadence

- Letter
- Email
- Call/text
- Voicemail
- Email/video
- Calendar invite



- Know when they may not want a meeting at all

Suggest a quiet, convenient location

- Their home
- Their office
- Public location
- Your campus
- Your office
- Virtual
- Phone

Review basic prospect information

- Name (constituency, year)
- Prospect manager
- Rating (capacity, inclination)
- Lifetime giving
- Current-year giving
- Employer/Job title
- Spouse/Children
- Last interaction date

Do *some* additional research

- Contact reports
- Google
- LinkedIn
- Social media
- Zillow

Prepare materials, but don't use them as a crutch

- Presentation
- Annual report
- Brochure
- News releases/articles
- Their giving history
- Gift proposal/pledge form
- Links (to important info, videos, giving form)

Confirm a few days before

- Restate the start time, location, and purpose
- Provide virtual links (if needed)
- Ask if there is anything they'd like to cover
- Ask if there is anything you can prepare and bring
- Ask for parking suggestions
- Clarify how to identify you (i.e., I'll be wearing school colors!)

Share an agenda and invite them to add to it

- Hear your college story
- Share updates from the dean
- Provide development overview
- Discuss upcoming leadership opportunities
- Get your feedback

Dress for success

- Their environment
- Their age
- Their region
- The way others will be dressed

Beware virtual pitfalls

- Weak connection
- Dim lighting
- Poor sound
- Lack of eye contact
- Leaving screen-share on
- Personal notifications
- Background distractions

MEETING WITH PROSPECTS

Arrive early

- Restaurant (15 min)
- Their office (10 min)
- Virtual (5 min)
- Their home (right on time)

Build rapport

- Thank them for (more than) their time
- Clarify how long they have to meet
- Present them with a gift
- Use their first name
- Describe the goals of the meeting

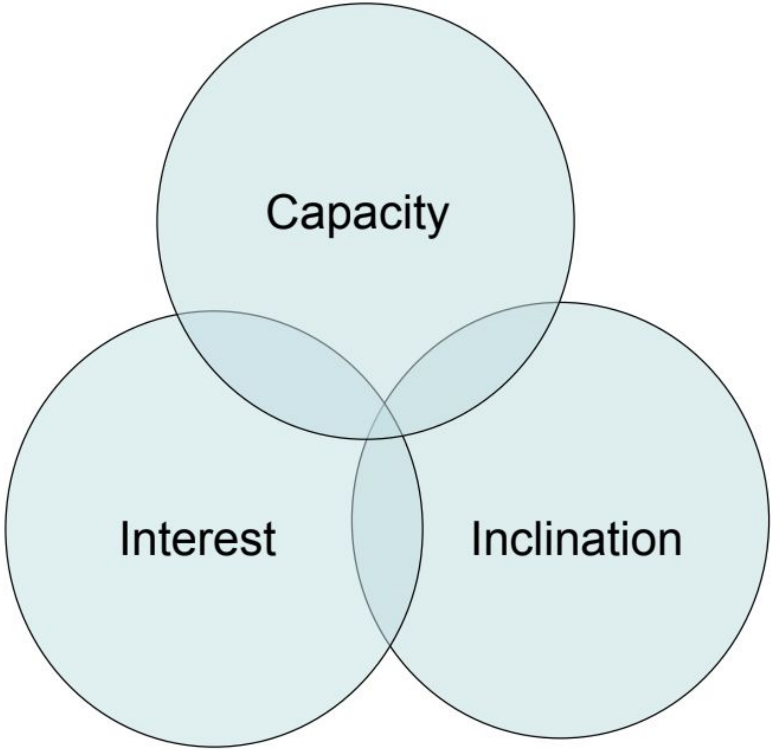
Ask open-ended questions

- How is work? How is your family?
- How would you describe your time here?
- Who do you remember most (e.g., professor, coach)?
- How have you stayed connected to the institution?
- When was the last time you were back on campus? What brought you?
- How do you describe your feelings about the institution now?
- What would you like to see the institution do differently?
- Which life experiences have helped define you?
- What are you passionate about?
- Would you consider yourself to be philanthropic? If so, would you consider our institution to be on your list of philanthropic priorities?

Be an active listener

- Don’t interrupt
- Do less than 20% of the talking
- Avoid rehearsing responses in your head
- Don’t answer your own questions
- Look them in the eye
- Use “soft” head nods
- Reflect on their feelings
- Summarize what you’re hearing to confirm you heard correctly
- Take note of their reactions (e.g., nods, smiles, checking phone or watch)

Look and listen for clues



Capacity

- The 4 F's
  - Finance (investments, business success/sale, advisors)
  - Family (kids in private school, new home/baby, inheritance)
  - Foundations (involvement in boards, other non-profits)
  - Free time (vacation homes, clubs, hobbies)
- Attire (clothes, watches, jewelry)
- Pictures (boats, planes, homes)
- Publications (books or magazines on investments/wealth)
- Collections (paintings, sculptures, artifacts)

Inclination

- Are they connected to your communications?
- Have they attended events?
- Have they served as a volunteer?
- Have they given in the past?
- Do they ask questions?
- What might motivate them (e.g., recognition, access, status, belonging, honoring others)?

Interest

- Past giving designations
- Areas of study
- Student activities
- Event attendance
- Volunteer roles

Make the ask

- Wait for the right time
- Transition by talking more generally about development and fundraising
- Describe the impact of support—provide an example
- Bring the focus on them by talking about their interests and past support
- Be clear, concise, and specific—“Would you consider a gift of $X,000 to support the xyz fund?”
- Close your mouth and open your ears!
- Resist the temptation to talk

Raise their sights!

- Gift society levels
- Gift pyramids
- Challenge sponsorship
- Term scholarships
- Naming opportunities
- Multi-year pledges
- Recurring gifts
- Planned giving

Address apprehensions

- Be sympathetic to their circumstances and concerns
- Approach from a place of curiosity—May I ask why?
- Use the LASC method
  - Listen
  - Acknowledge
  - Support
  - Continue
- Know the difference between a speed bump and a stop sign

Respond to objections

Common objections	Possible responses
That’s more than I can afford	I understand. We never know unless we ask. Would it be helpful to you at all if you paid it over period of time through installments?
I had a bad experience	I’m sorry to hear that. Is there anything that would fix it? Would you mind telling me more about it? Do you think your support might help others have a better one?
I don’t like the direction that the organization is headed	That’s too bad. Would you be comfortable telling me more about why you feel that way? Donors have an important voice
This is not the right time	Of course. Would you mind if I followed up to discuss at a later time?

Conclude the meeting

- Try to let them indicate when it’s time to wrap up
- Summarize the key points of your conversation
- Confirm details of any commitments you discussed
- Reiterate and take responsibility for any follow-up you promised
- Ask if they have any questions
- End with a thank you and a smile

FOLLOWING UP AFTER MEETINGS

Send thanks

- Email within 24 hours
- Send handwritten note shortly after
- Make it genuine and personal
- Mention something from the conversation
- Make good on any promises
- Suggest a next step

Process any gifts or pledges

- Make sure details are recorded in the system ASAP
- Don’t hold onto payment information longer than necessary
- Make sure pledge commitments have necessary signatures
- Ensure standard receipts and acknowledgements are scheduled
- Consider where additional personalization would be appreciated

File a contact report

- Do it quickly while details are fresh in your mind
- Update bio, contact, employment, and relationship info on the record
- Record the date, time, location, and highlights of the meeting
- Be concise but thorough—avoid jargon and shorthand
- Be respectful—write as if the prospect could read it one day
- Specify your observations about capacity and inclination
- Identify next steps
- Share it with others

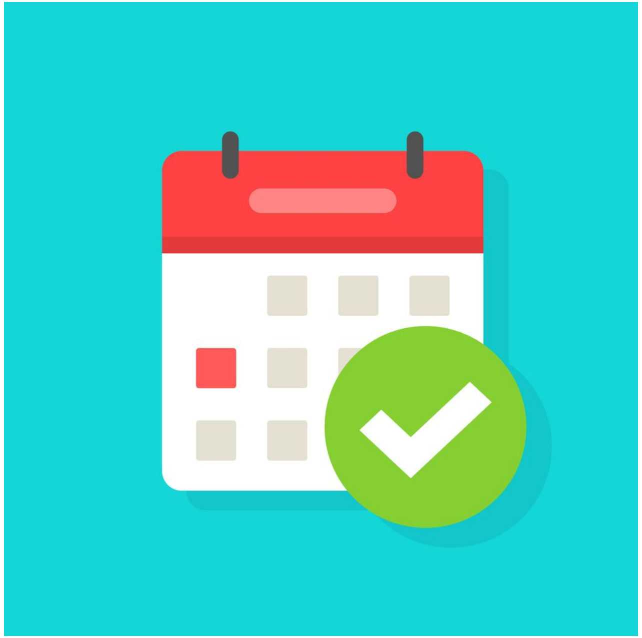
Begin planning next steps

- Should they be considered a leadership gift prospect?
- What's your best estimate of their capacity/inclination?
- What additional info is needed?
- Are you the most appropriate person to manage them?
- How do they want to receive info?
- What can you do to get them thinking about giving?
- When should you see them again?
- Who else needs to be involved?
- What is the single most important next step?

Identify ways to keep them engaged

- Emails, publications, and other communications
- Invitations to special events and activities
- Opportunities to volunteer, sit on boards/committees, etc.
- Introductions to others
  - Who do they admire?
  - Who can speak to the impact of the gift?
  - Who will they have the hardest time refusing?

Look for opportunities to reach out again



- News about them
- Birthdays
- Holidays
- Giving days
- Reunions
- Anniversary of their gift
- Institutional news and announcements
- 2-3 months after last meeting

Analyze “win-loss”

- # of solicitations that result in a gift
- $ of solicitations that come through
- Reasons for decline
- Note on individual prospect record
- Understand more general motives

Key Takeaways

- Understand your role and make sure its aligned with your goals
- Focus your time and effort where it will have the most impact
- Develop a cadence for securing meetings
- Make sure you prepared before going into each meeting
- Listen and look for clues about capacity, inclination, and interest
- Make the ask at the right time - and raise their sights!
- Be thoughtful and personal when following up
- Use metrics to monitor your productivity

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