

2023 UC ANR Statewide Conference

UC ANR 2040: Growing Our Future Together
Aligning Strengths for California's Success

How to Engage Donors So Everyone Wins

April 26, 2023

Presentation Handouts

PRESENTERS



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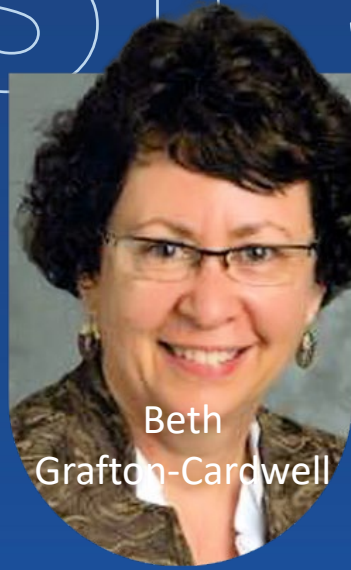


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Why do people give?

A key to understanding why people give is finding the intersection between the wants and needs of the organization and the wants and needs of its donors.

WHAT ORGS WANT FOR THEMSELVES

A culture of philanthropy
Major gifts
Endowments (to make their future more secure)
Loyal following
Impressive facilities
Reputation
To be held in awe
Unquestioning trust
Event attendance
Captive audiences for speeches
Giving as a precondition for engagement

WHAT DONORS WANT FROM ORGS

A culture of accountability
Major impact
Adjustments to constant change
Promise keeping
Adaptive structures that facilitate human performance
Relevance
To be heard
Proof of trustworthiness
Substantive engagement
Participative problem solving
Engagement as a precondition for giving

Langley, James M. (2020) The Future of Fundraising: Adapting to Changing Philanthropic Realities. Denver, CO: Academic Impressions. p. 68.

Why do people give?

Appreciation - what an institution has done for them or a loved one.

Affiliation - makes them feel as if they (including their time and talent) matter to that institution.

Agency – the institution’s ability to make significant, sustained contributions to community and/or society.

Accountability – how an institution expends its resources, keeps its commitments, and manages adversity.

Langley, James M. (2020) *The Future of Fundraising: Adapting to Changing Philanthropic Realities*. Denver, CO: Academic Impressions. p. 184.

HOPING DONORS GIVE

Give generously to us!

We need more support to cover our rising costs

Do you see how impressive we are?

Our goal is to raise megabucks

We’re looking for more big donors

Give us the opportunity to make a killer pitch

Thank you for giving

GIVING DONORS HOPE

We seek to meet a greater social need or opportunity

Here’s how we plan to make an even greater impact

Together, we can make a greater difference

Here are carefully crafted budgets for 3-5 outcome-oriented initiatives

Our loyal donors are living endowments and the wellsprings of most major and estate gifts

Join us in exploratory conversations so we may define shared purposes and goals

Here’s how your giving has had a significant and sustainable impact

Why do people give?

Philanthropy is evolving. While donors still give based on personal loyalty and connection to an organization (the “true believer”; donors are increasingly focused on the impacts created as result of their giving (the “entrepreneurial donor”).

Langley, James M. (2020) *The Future of Fundraising: Adapting to Changing Philanthropic Realities*. Denver, CO: Academic Impressions. p. 17.

TRUE BELIEVER

Motivated by deep personal gratitude

Loyal donor (15+ years of giving)

Significant, substantive volunteer service

Likes and trusts your CEO

Broad talents and interests

Other family members are also giving and/or involved

Consumes institutional materials

Holds sway in the local community

ENTREPRENEURIAL DONOR

Motivated by “better world” ideas

Gives to different orgs but for similar purposes

Avoids serving on standing bodies

Intrigued by one of your thought leaders

Deep technical abilities

Cares about institutional agency not personal connections

Wants to see a project’s business plan

Holds sway in influential, highly specialized field

Four Precepts for Individual Donor Acquisition

1. **Elicit much more than you solicit.** Interview your donors to discover what they most want to accomplish with their lives, then discuss where, when, and how your organization could actualize their most altruistic ambitions.
2. **Show more, tell less.** Stop telling, touting, and bragging about what your institution has done and start showing donors what it is doing in all its gritty glory. Their eyes will always be far more persuasive than your words.
3. **Make better use of volunteer talent; time and treasure will follow.** It's no compliment to be wanted for your money, but it's a huge compliment to be sought for your unique talent and to be trusted with a tough assignment that will allow you to apply it.
4. **Document how donors can give through, not just give to, your organization.** Donors are not interested in keeping your organization in existence if it is not getting better at delivering on its mission promise, so flip the script and start the dialogue with the greater societal impact your organization could achieve with their targeted investments.

Langley, James M. (2020) *The Future of Fundraising: Adapting to Changing Philanthropic Realities*. Denver, CO: Academic Impressions. p. 208

Elicit more than you solicit

Donors are not interested in keeping your organization in existence if it is not getting better at delivering on its mission promise; flip the script and start the dialogue with the greater societal impact your organization could achieve with their targeted investments.

Langley, James M. (2020) *The Future of Fundraising: Adapting to Changing Philanthropic Realities*. Denver, CO: Academic Impressions. p. 146.

REFLECTIVE CULTURE

Seeks to discover what prospects find most valuable and hopeful

Creates fundraising appeals that tap into prospect receptivity and resonance

Proposes partnerships of shared purpose

Listens to the “why” of giving

Deepens affinity by responding to the “why”

Offers purpose-driven engagement opportunities

Seeks reinvestment based on previous and projected societal ROI

NON-REFLECTIVE CULTURE

Seeks to acquire most donors through rapid, impersonal means

Seeks to reacquire them every year using the same means

Proposes categories for giving that are determined by the institution

Thinks of stewardship as thanking and recognizing done by Advancement

Rarely understands why its donors gave their first gift

Doesn't know where it ranks in its donors' philanthropic priorities

Doesn't notice or repair donor loss in its pursuit for more \$\$

Make better use of volunteer (and staff) talent . . . time and treasure will follow

Volunteer Recruitment and Management

Ample amounts of data show that greater attention to this function produces, among other things, improved donor retention and more significant, sustainable fundraising results. Volunteers give ten times more than passive donors over the course of their giving lives and twice as much each year, which suggests the importance of showing people how they can lend their time and talent (not just hounding them for their money) and how, with more energetic and adept attention to these functions, administrators could build stronger cultures and more relevant institutions.

Langley, James M. (2020) *The Future of Fundraising: Adapting to Changing Philanthropic Realities*. Denver, CO: Academic Impressions. p. 82.

Make better use of volunteer (and staff) talent . . . time and treasure will follow

True customization of constituent engagement also means providing donors with the level of engagement they want – not what institutions assume they want. We know, for instance, that institutions benefit the most from deeply engaging volunteers in:

- The contribution of exceptional talent (including high-level skills and wisdom born of considerable experience in demanding fields) for which most institutions could not afford to pay.
- The power of their example in attracting other skilled volunteers and inspiring younger colleagues.
- The fact that their financial contributions equal twice as much each year and ten times more in their lifetimes than passive contributors (if they were philanthropic before taking on a volunteer role).
- The powerful third-party endorsement that their deep affiliation represents, which gives confidence to other donors and constituents, both current and prospective.

For these and other reasons, institutional leaders seek to plug their most impressive volunteers into the most consequential roles or engage them as actively and deeply as possible.

Langley, James M. (2020) *The Future of Fundraising: Adapting to Changing Philanthropic Realities*. Denver, CO: Academic Impressions. pp. 166 – 67.

Show more, tell less

Institutions that secure the most private support don't ask for anything; they negotiate a value exchange. As a result, they don't have to fawn, whine, wheedle, cajole, humor, acquiesce, or ingratiate themselves with potential investors. They negotiate from a position of relative strength and hold up their portion of the bargain . . .

Langley, James M. (2020) *The Future of Fundraising: Adapting to Changing Philanthropic Realities*. Denver, CO: Academic Impressions. pp. 58-59.

WEAK POSTURE

Crying need

Asking for "gifts"

Ingratiating as means of "cultivation"

Focusing on "operational support"

Urging donors to put money in your funds or buckets (e.g. generic endowment)

Asking for gifts in round numbers (e.g. \$10k, \$100k, etc.)

Touting naming opportunities at the outset

Conflating gratitude with stewardship

STRONG POSTURE

Offering greater impact scenarios

Proposing partnerships

Brokering organizational strengths

Stressing institutional agency

Offering customized outcome oriented initiatives

Building proposals around carefully crafted budgets

Reserving name prominent recognition for proven partners

Demonstrating institutional accountability

Show more, tell less

... various studies have shown that fundraising success is much less likely to be achieved by the bold askers, who (at the worst) act like “posturing peacocks,” and much more so by the “curious chameleons” who listen respectfully and adapt their language and approach to the passions and personalities of various donors.

Langley, James M. (2020) *The Future of Fundraising: Adapting to Changing Philanthropic Realities*. Denver, CO: Academic Impressions. p. 34.

CURIOUS CHAMELEON

Mid-level introvert

More comfortable listening than speaking

Adapts to donors' communication styles and sensibilities

Win donors over with their patient, polite persistence

Listens to gain insight into donors' animating passions

See themselves as facilitators and orchestrators

Collaborates with colleagues

Eager to learn more, no matter how accomplished

Share information to build shared knowledge base

POSTURING PEACOCK

Full-blown extrovert

Loves talking, uncomfortable with silence

See themselves as “educating” donors

Secure some gifts but sustain few relationships

Listen for what they want to hear

Fancy themselves masters of persuasion

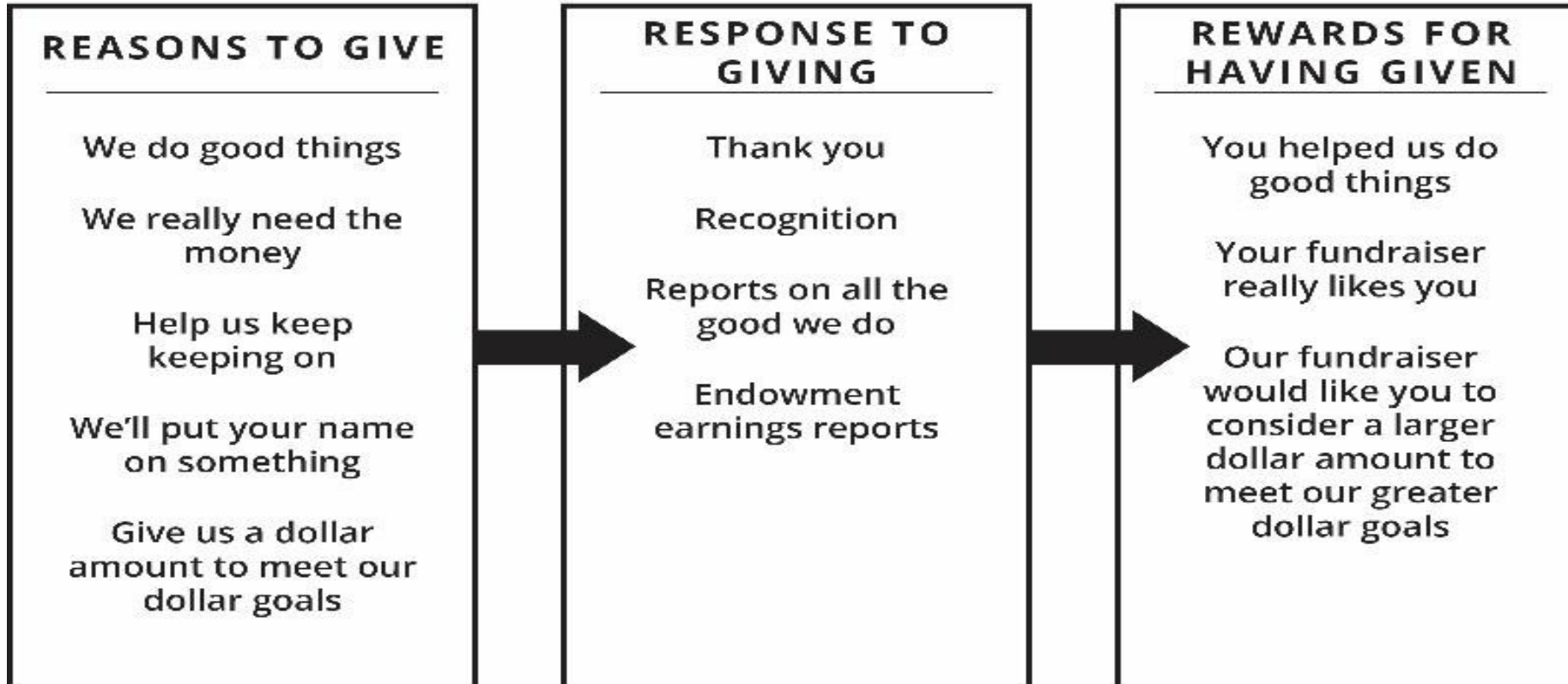
Resent others intruding in their realm

Bristle at the mention of “training”

Hoard information to build personal power base

Document how donors can give through, not just to, your organization

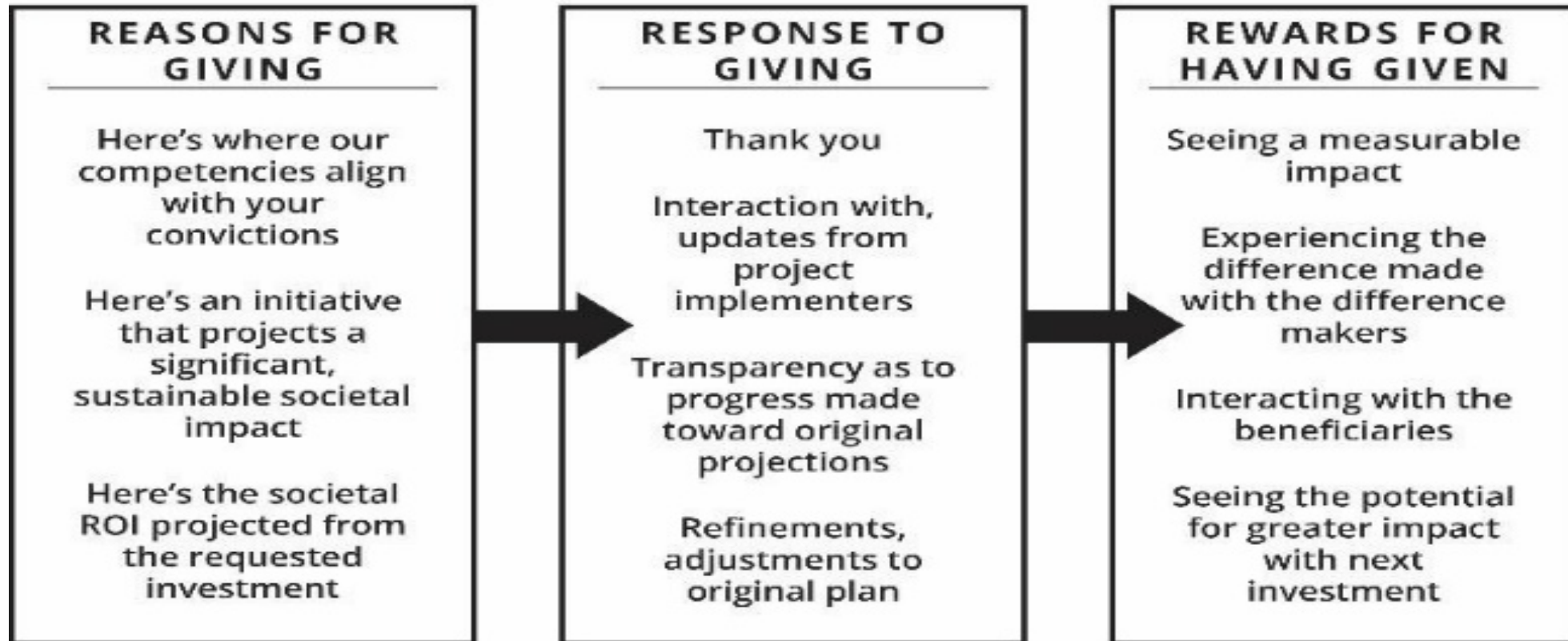
GIVING TO:



Langley, James M. (2020) *The Future of Fundraising: Adapting to Changing Philanthropic Realities*. Denver, CO: Academic Impressions. p. 65.

Document how donors can give through, not just to, your organization

GIVING THROUGH:



Langley, James M. (2020) *The Future of Fundraising: Adapting to Changing Philanthropic Realities*. Denver, CO: Academic Impressions. p. 65.

How to Talk to your Donors/Potential Donors: Relationship and Stewardship Strategies

In just a few minutes, a lot can be learned about donor motivations, and once motivations are better understood, stewardship activities can be more effectively customized to reinforce donors' reasons for giving. And, with a few questions, your institution can leave these donors feeling much more valued and appreciated.

- Can you tell us why you made this gift? What was the impetus for it?
- Was it a fond memory (of your organization, or an experience with your organization)?
- Was it something that resonated with your personal values?
- Was it given out of appreciation for something we have done or something that you hoped we would do?
- How does it correspond to what you consider to be your highest philanthropic priorities?
- What issues or causes are most important to you?
- What are their overall philanthropic priorities and where does our organization rank? To which institution or nonprofit organization do you contribute most of their time, talent, and treasure?
- Which organization has done the best job of stewarding their gifts?



LET'S #GIVEBACK!

GIVING DAY

UNIVERSITY OF CALIFORNIA
Agriculture and Natural Resources

MAY 18-19, 2023 | NOON TO NOON
DONATE.UCANR.EDU

24 hour on-line giving campaign supporting our mission to enhance the quality of life and the environmental and economic well being of the citizens of California through research and education.

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- Planned Giving



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