

Strategic Resource Development

Todd Rofuth, DSW, LMSW

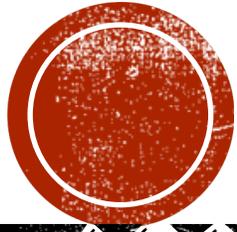
Julie Piepenbring, Ph.D., LCSW



OBJECTIVES

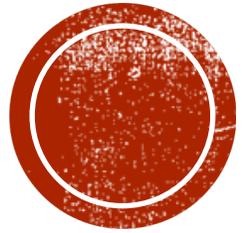
- Apply the components of a case statement
- Recognize the elements of a solid development plan
- Analyze myths of fundraising
- Understand what inspires giving
- Create strong systems of stewardship with donors
- Employ strategies for successful fundraising
- Tips on Grant writing
- Creating Research Centers





FUNDRAISING





MYTHS

About fundraising

MYTH #1: *IT'S OUR JOB TO CONVINCЕ PEOPLE TO GIVE.*

MYTH #2: *MOST GIFTS COME FROM FOUNDATIONS AND CORPORATIONS.*

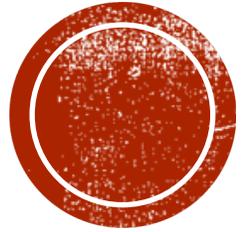
MYTH #3: *ALL WE NEED ARE A FEW REALLY BIG GIFTS.*

MYTH #4: *PEOPLE GIVES US WHAT WE ASK FOR*

MYTH #5: *GIVING IS A RATIONAL DECISION.*

WHY DO YOU THINK THESE ARE MYTHS?





WHAT INSPIRES GIVING?

Strategic fundraising

Why should I give? What's your story? What's the need? How will it make me feel good to give?

GIVING INSPIRES GIVING

- *Gifts come from the heart. The heart follows gifts:*
- *Consistent donors give 50% more during their lifetimes (get a person to give every year).*
- *Most \$1 million plus donors began with small gifts.*
- *Significant bequests come from consistent donors of modest gifts (you can get \$100,000 or more bequests from people that only gave \$5 or \$10 a year, many are ending their lives with enormous estates; even your own faculty can give bequests).*
- (Holgate, 2006)



CULTURE OF PHILANTHROPY

A culture of philanthropy should:

- Engage everyone in the organization, at all levels
 - Staff, volunteers, governing body, actual/potential donors, etc.
- Include active roles for all board members
 - Set board donations
 - Hosting/attending donor events, etc.
- Give staff an important role in managing fundraising activities



WORK IN SMALL GROUPS & ANSWER THESE COMPETENCY-BASED QUESTIONS

1. How does your organizational mission get communicated?
2. How do people get socialized in the culture, and purpose, of the work of giving?
3. What do you think moves and motivates people to want to engage in the work of giving?
4. What moves and motivates communities to want to help support your organization?



DEVELOPING CASE STATEMENTS



KEY ELEMENTS IN CASE STATEMENTS

- Justify and explain the institution, its programs and its needs.
- Win the reader with its vision that is supported by strong leadership and responsible management.
- Present the institution so that it stands out from all others in the eyes of the reader.
- Be forward thinking, positive, present clear, concise, vital and accurate facts and statistics.
- Carefully lay out the fundraising plan.
- Be a carefully explained plan for the future so as to invite investment.



SKILLS NEEDED TO DEVELOP A CASE STATEMENT

- *Good Communication skills*
- *Desire to help others*
- *Ability to build rapport*
- *Willingness to provide inclusiveness, so that others feel safe*
- *Optimism, belief in possibilities*
- *Belief in positive outcomes: I find a universal belief in fairness, kindness, dignity, charity, integrity, honesty, quality, service and patience (Covey, 1991).*
- *Finally, working on a case statement can provide meaning in your life, in what you do.*



CASE STATEMENTS

Case statements lay the foundation for describing the program and why financial support is needed. They include, among others:

- Vision and mission statements
 - History of where your organization began, where you are, and where you want to be
 - Strengths of your organization
 - Objectives of this donation campaign
 - Compelling reasons to contribute
 - Supporting documents, to provide if asked
-
- All of these items should be in a case statement



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GROUP WORK CASE STATEMENT QUESTIONS

1. What are your organization's vision and mission statements?
2. What is your organization's case statement?
3. And if you none of you have one, develop one for one of your organizations.
4. If you have one, could any part of it be more effective? If yes, how so?



FUNDRAISING STRATEGIES

According to Stanesa (2006), to maintain a successful fundraising effort you need to get everyone involved.

How?

- Conduct a communications audit.
 - What are you saying about your organization; who is receiving that information, etc.?
Develop a consistent message.
- Create statistics about current space and program needs.
- Gather information from key constituencies.
- Run focus groups with clients.
- Schedule one-on-one visits with foundation heads.



FUNDRAISING STRATEGIES, CONTINUED

- Create a cabinet of non-social workers to better network in the community.
- Remember, mission, context, and branding are crucial!
 - Mission: Why does your program exist? What does it accomplish?
 - Context: What is the current environmental context and how is that impacting your organization, with reasons why you need financial support.
 - Branding: Differentiate your program. Can anyone provide an example of branding?
 - (The only DSW program in New England!!)



FUNDRAISING QUESTIONS FOR WORKGROUPS

How does your organization fundraise?

Could it be done more effectively? How?

How do you or how should you connect with donors?



CONNECTING WITH DONORS

Establishing strong systems of stewardship with donors and funders requires creative strategies that can be applied in a variety of settings.

- Marketing and fundraising go hand in hand. According to Edwards et al. (2006), there are three key concepts:
 - **Motivation:**
 - Why should someone give to your school or organization?
 - How can you motivate them?
 - **Capacity:**
 - There are organizations that do wealth screenings to identify potential top donors (review annual reports of other organizations, view membership and donor lists of high end organizations such as theater companies.
 - Maximize use of your board.
 - **Opportunity:**
 - Provide people with the opportunity to give.
 - Develop relationships over a period of time.



QUESTIONS ON DIFFICULT DONORS

1. How do you work with difficult potential givers (those that take up a lot of time or want to give to a program that you cannot create or implement)?

Suggestion: You may have to stop talking to them. Can be inappropriate in the way the donor wants to control the gift. Has anyone experienced that type of situation?

What else can you do in this situation?

2. What if donors have specific demands for how the funds are to be used?

Suggestion: Don't promise things to which you cannot commit.

What else can you do in this situation?



STEWARDSHIP

People may make an even bigger gift later if you treat them right (stewardship).
Support this by:

- Determine the capacity of important potential and current donors.
- Encourage major donors to attend cultivations events.
- Publicly recognize donors appropriately (with their permission).
- Host events for top donors.
- Remember that every donor is different!

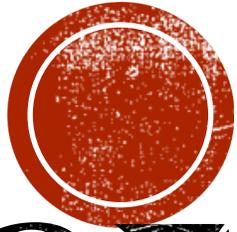


BUILDING PARTNERSHIPS

For maximum effectiveness, determine:

- Local needs
- Type of area (urban, conservative, high-income, etc.)
- Employee strengths and research interests
- Possible collaborations with local, regional, and statewide organizations





RESEARCH CENTERS



RESEARCH CAPACITY

In order to obtain grants, organizations are best served by establishing a research center. Research varies by:

- Initiation (agency-initiated or investigator-initiated)
- Funding (federal vs. foundation)
- Focus (specific, generic, etc.)
- Number and types of faculty/staff involved
- Staffing

Regardless of other factors, all research centers need a mission statement!



BUILDING RESEARCH CAPACITY

According to Zlotnick et al. (2006), there are several simultaneous steps in developing research capacity, including:

- Hiring a research director
- Developing a strategic plan
- Obtaining faculty/staff buy-in
- Starting a doctoral program
- Focusing on faculty support in activities and grant writing
- Obtaining higher-level support
- Supporting staff training



WHAT DOES A RESEARCH CENTER DO?

They provide a range of helpful attributes, including:

- Providing income for the organization
- Encouraging collaboration among faculty and staff
- Helping faculty submit proposals
 - Budget prep, IRBs, interface with accounting, copying, editing, proofing, etc.
- Ongoing accounting assistance
- Dissemination of information on grants which helps marketing



BUSINESS SIDE OF RESEARCH CENTERS

Sustain a research center by:

- Making sure that context, policy, and practice are upheld.
- Knowing what indirect charges the university and your unit accrue.
- Realizing that indirect charges can be negotiable with a foundation.
- Supporting pre-award activities (seeking funds, consultation, knowing what exists already, etc.)
- Support post-award activities (growing business operations, developing budgets, producing reports, etc.)



RESEARCH CAPACITY WITHOUT A CENTER

There are multiple steps a dean, director, or chairperson can take to enhance research efforts without a center, including (but not limited to):

- Developing a doctoral program
- Creating a director's position
- Providing seed money
- Dedicating space
- Mentoring
- Reducing teaching loads to allow for research
- Encouraging cross-disciplinary work



RESEARCH CENTER ACTIVITY

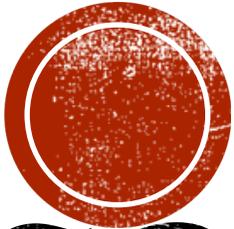
Evaluate your current research center to determine the cost-effectiveness

OR

If you do not have a research center, identify topic areas that could be included in such a center

Discuss possible strategies in your organization to create a center





GRANTS



EFFECTIVE GRANT WRITING STEPS

1. Carefully review the request for proposal.
2. Decide if your organization/program is qualified.
3. Assess the likelihood of being awarded the grant (do a cost-benefits analysis).
4. Identify key persons who will gather information and write specific sections, review all the sections and make the grant flow and avoid any duplicative language, submit the grant before the deadline to avoid missing it and monitor the deadline.



COMMON PITFALLS

- Too much general material/not enough of the right material in the request for proposal (RFP)
- Grant proposals that are too wordy/not succinct enough
- Not creating and maintaining easily accessible historical info and data on your program
- Not addressing all points/questions of RFPs



OTHER FACETS OF GRANT WRITING

- Preparing a grant budgets
 - This requires collaboration with the business office to develop a proposal—what is in the budget, and rationale for those items.
- Collaborative process
 - You may need letters of support or information from other departments and/or outside sources.
- Submission process
 - Remain aware of all deadlines.



IF YOU DON'T GET THE GRANT

Contact the grant funding office post-submission!

- Ask for your grant proposal score.
- Ask for aspects upon which you can improve for future submissions.



RECEIVING A GRANT

1. Verify that those you identified to work on the grant during the proposal are, in fact, still available.
2. Create an implementation plan.
 - Project management (Chapters 11 & 15 in Rofuth & Piepenbring, 2019)
 - Negotiate with funder re: indirect costs.
 - Identify and gather data to evaluate and report outcomes.
 - Follow ALL reporting guidelines.
 - Plan for sustainability, post-grant.



SUMMARY

- Fundraising
 - Fundraising and marketing are almost inseparable. What does your organization do, and why should people donate? Don't be frustrated by the ups and downs of fundraising.
- Research centers
 - These help organizations/universities receive grants and also provide other support services to faculty members.
- Grants
 - Stay succinct in your proposals, and be sure to follow all instructions and deadlines to increase your chances of receiving money.



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